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Management METHODS

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



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How much to spend for selling

PAGE 34

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JULY 1958

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Management METHODS

Volume 14

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This month's cover photo courtesy Business Week.

MANAGEMENT METHODS



Are you losing business with "busy" signals?



A switchboard jammed by *inside* calls can cost you business.

It means your customers can't reach you when they call—and many times they won't bother to wait.

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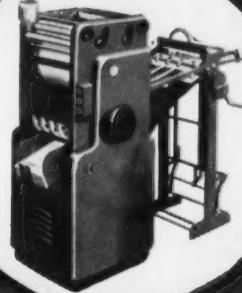
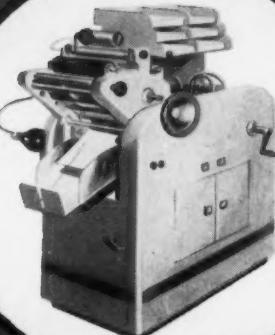
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(Circle number 116 for more information)

Ceilings that cut the hidden cost of noise

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Until your offices have adequate up-to-date sound conditioning, your efforts to boost efficiency will be limited by that ever-present handicap . . . *the high cost of noise* that causes fatigue, errors and employee turnover.

To eliminate economically the expense of working against the noises of telephones, office equipment, traffic and conversation . . . consult your Acousti-Celotex distributor. He will show you a wide range of products in a variety of types and textures . . . including Celotone® Tile, pictured here. Through 33 years of service, Acousti-Celotex distributors have made more installations than any other organization—your assurance of the finest in technical ability, installation skill and dependable service.

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**Honeywell Announces
Major Scientific Breakthrough
in
Business Data Processing:
ORTHOTRONIC CONTROL
...Available only on
DATAmatic 1000**

Not only detects errors, but also corrects errors automatically in 1/20th of a second without human aid... Re-creates lost or damaged data by means of amazing non-stop correction principle... Insures uninterrupted accuracy... ORTHOTRONIC CONTROL— biggest advance in 10 years of processing data electronically.

Today, absolute accuracy in business data processing is taken for granted. Modern computers feature elaborate self-checking systems which detect errors before they can slip through. But correction of these errors takes time.

Only DATAmatic 1000 can now detect *and correct* these errors automatically, instantaneously!

This seemingly impossible achievement is the latest contribution of Honeywell research, a force which has already rocketed DATAmatic 1000 many years ahead in business data processing.

ORTHOTRONIC CONTROL is the name given to this revolutionary new concept. Coupled with DATAmatic 1000's acknowledged superiority in every aspect of reliability, ORTHOTRONIC CONTROL now insures uninterrupted accuracy throughout the processing cycle. Information which has been lost or damaged by any cause whatsoever is literally re-created in its original, correct form. Where other systems would stop and "ask" for human assistance,

ORTHOTRONIC CONTROL takes over, does what needs to be done and keeps DATAmatic 1000 humming right along at record-breaking speeds.

This self-correcting ability has an obvious impact on the profit potential of any data processing application. It automatically eliminates the unproductive machine time that can occur when human intervention or machine reprocessing is needed to retrieve lost information or to bring garbled information back to correct form. ORTHOTRONIC CONTROL vastly multiplies the economic advantages already enjoyed by users of DATAmatic 1000.

Along with such exclusive features as "frequency modulation" recording, 3-inch wide magnetic tape, multi-tape searching modes and dozens of other scientific *firsts*, ORTHOTRONIC CONTROL enables DATAmatic 1000 to set still higher standards of performance in terms of processing speed, capacity, reliability and versatility.

If your company is considering a general-purpose electronic data processing system, don't make a move until you've investigated DATAmatic 1000 with ORTHOTRONIC CONTROL.

For full details, call or write DATAmatic Division, Dept. M7, Newton Highlands 61, Massachusetts.

Honeywell



DATAmatic

ELECTRONIC DATA PROCESSING

(Circle number 130 for more information)



BUSINESS FORMS WITHOUT CARBONS

NCR PAPER DOES IT!...produces cleaner, clearer copies

Business forms users everywhere are discovering that NCR Paper speeds up their work. Without using carbon paper or even any carbonization, this amazing paper makes perfect copies of invoices, premium notices, stock requisitions—any one of hundreds of applications where clean, clear copies are needed.

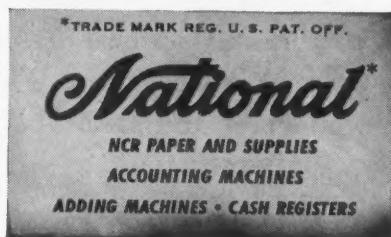
Non-smearing NCR Paper, perfected by the research laboratories of The National Cash Register Company, eliminates smudging of copies or fingers and

is easy to handle because it requires no carbon inserts. Up to five legible copies can be made with a standard typewriter, ballpoint pen or pencil and eight or more with a business machine or electric typewriter.

NCR Paper is simple to use. Just put together several forms and insert them in a business machine or typewriter. Finished copies are always neat and clean, easy to read.

Have your forms printed on NCR Paper by your present forms supplier. You'll be amazed how easily it solves the problem of producing multiple copies. You'll get better, cleaner copies in less time!

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THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio
989 OFFICES IN 94 COUNTRIES
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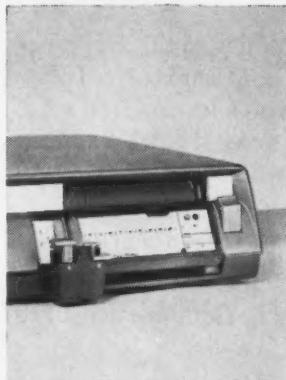
Now effortless dictation with the automatic dictating machine: the all-new, all-transistor Dictaphone Time-Master



To operate you have only to pick up the mike and start talking. You don't even have to wait for a warm-up—the new TIME-MASTER is completely transistor-built. It's worth its weight in dollar bills.



All controls—start-stop, correction, playback, length-of-letter—are right on the microphone handle. And they're all touchbuttons! You seldom have to touch the machine. The time you save more than pays its cost.

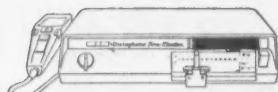


Mistake? Touchbuttons on mike mark the spot right here on this pad. There's no correction log to fill out—your secretary can spot the corrections with one quick glance. You *both* get more done in less time.



The Dictabelt record makes all recording *visible*, is *non-erasable*, and gives *unmistakable* fidelity. This record and the new TIME-MASTER add up to the smartest investment you ever made.

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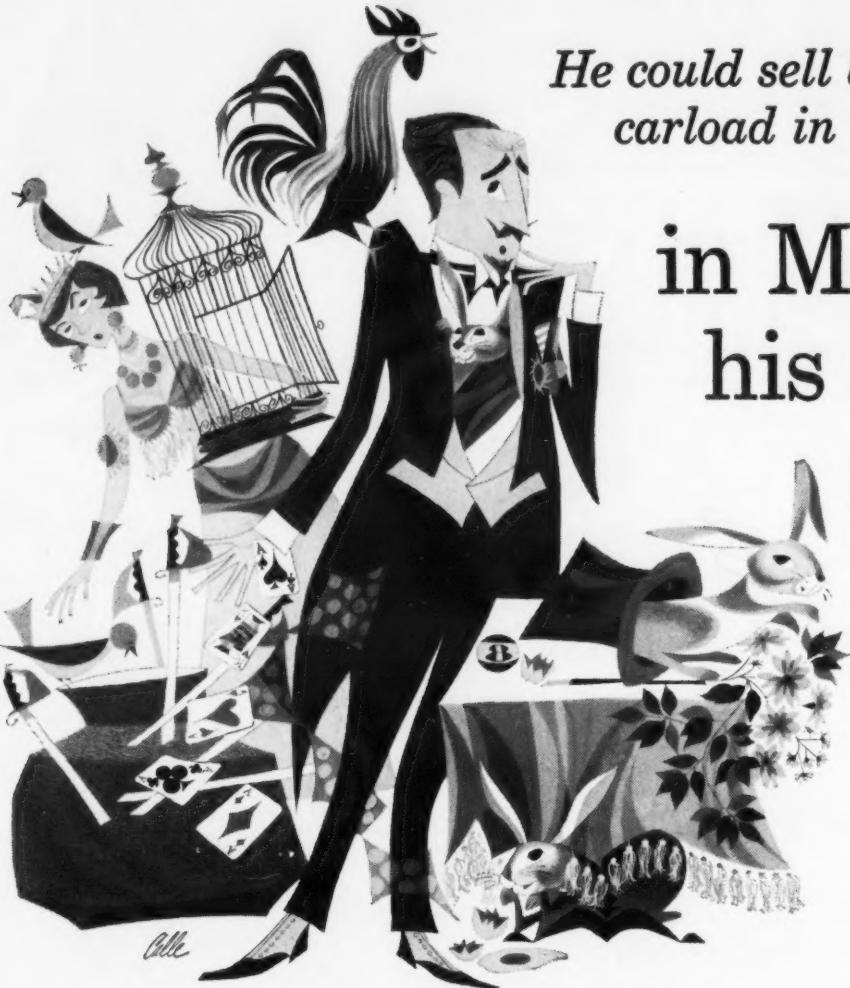


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(Circle number 114 for more information)



*He could sell by the
carload in Cleveland—*

in Memphis his magic missed!

Memphis was a soft-spot in the sales of this manufacturer's underarm deodorants. Yet Memphis is a better year-round deodorant market than Cleveland. So what was more logical, thought the general sales-manager, than transferring Dick Starkler, with his fabulous Cleveland record, to Memphis?

Dick wasn't eager. It meant a shift for his whole family. It meant selling his home. Finding a new one. Dislocations for the kids, too — switching from one school to another in mid-term.

Dick moved. Not eagerly . . . but he moved. And right there the disappointments began. Dick's record in the Memphis territory was far below his stellar Cleveland performance. Far below his quota. Far below the potential of the market. It was almost as if he were another man . . .

The truth is — Dick was another man. He was having

difficulties in merging his family into the new community, in spite of the noted hospitality and progressiveness of Memphis. And he wasn't getting much help from his company. He was disappointed, disturbed, upset . . . and those things don't contribute to energetic, imaginative selling!

New Light on Transferring Business Brains

Greyvan — as a leader in the business of moving households effects for transplanted company personnel — has made the country's first Continuing Study of a real and vital problem: the Human side of personnel-moving.

THROUGH independent research organizations, and through the generous cooperation of leading businesses most experienced in moving their employees, we've found many answers to problems of loss of personnel in re-locating. Our initial findings are yours for the asking . . . and further data will be forthcoming soon.

GREYVAN LINES



LONG-DISTANCE MOVING & STORAGE

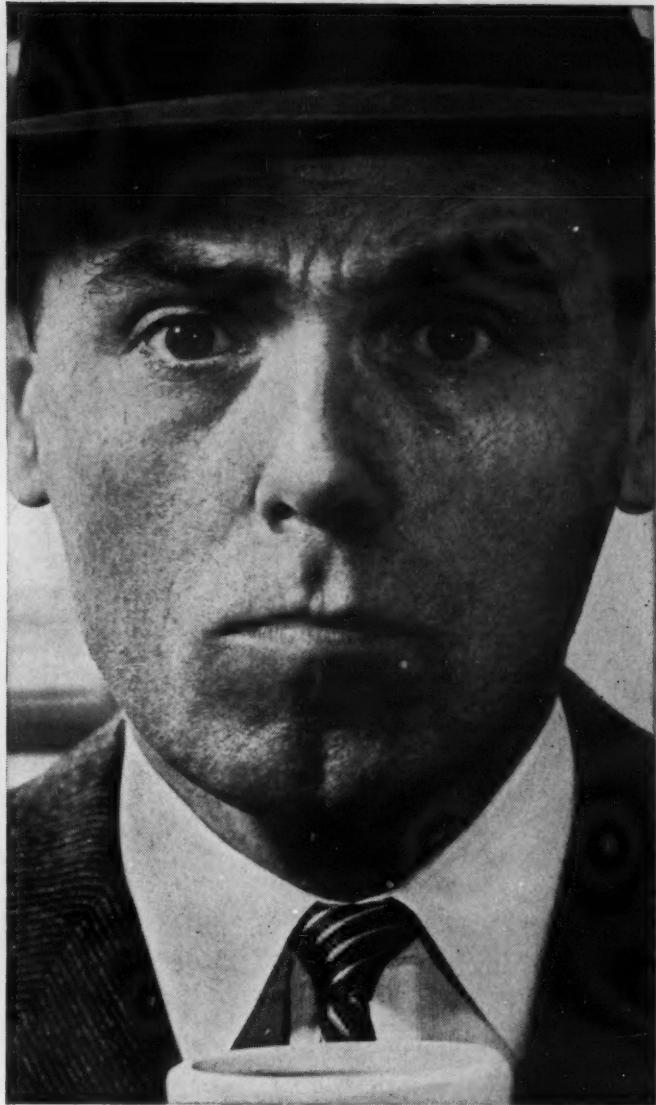
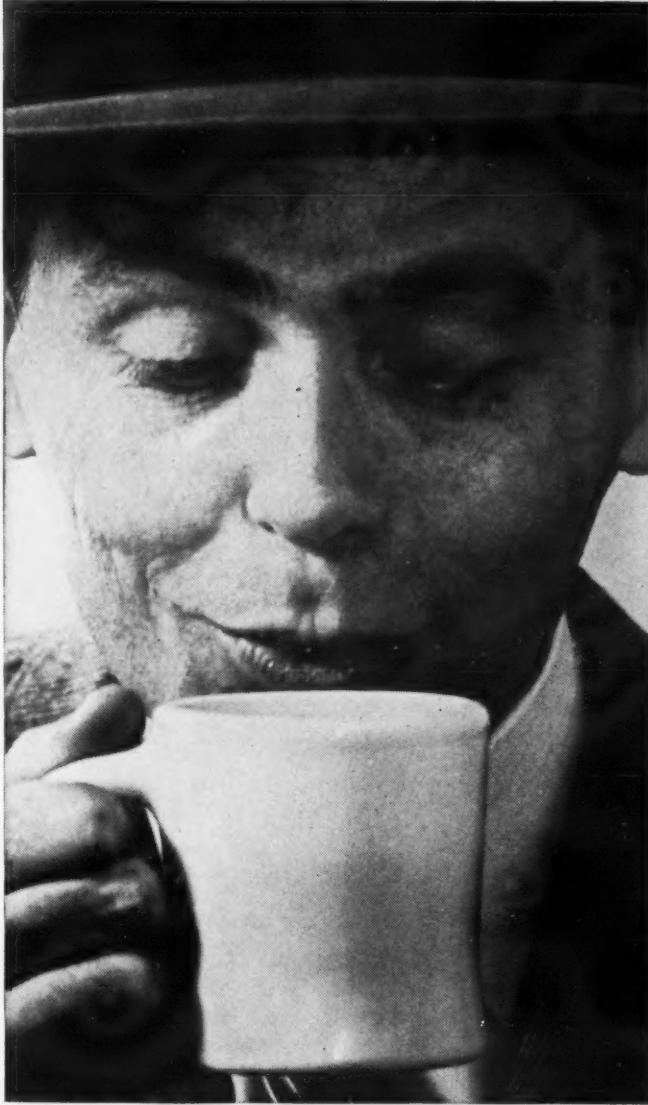
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THE GREYHOUND MOVERS

General Office: 57 West Grand Avenue, Chicago 10

MANAGEMENT METHODS



My costs are down... or are they?



with Burroughs Accounting Machines, you know

Are you plagued by accounting data that are often incomplete, inaccurate or in other ways inadequate? Then remember this:

The facts of your business life come sharply, quickly and fully into focus when you have Burroughs Sensimatic Accounting Machines at work for you.

Payroll accounting, receivables, payables, inventory—you name the application. Sensimatics can concentrate on one job or, at the flick of a knob, master many. They have the built-in extra speed, capacity and versatility to process your data automatically and produce on the double the figure-facts you need to understand, control and guide your business most effectively.

See a demonstration at our nearby branch today. Or write to Burroughs Corporation, Burroughs Division, Detroit 32, Michigan.
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FOR FREE COPIES, USE READER SERVICE CARD OR WRITE DIRECT

How to sell by mail

"Nine Priceless Ingredients of Success in Selling by Mail," is an authoritative booklet prepared by Lawrence G. Chait & Co., Inc.

Besides the nine rules for successful letters, the brochure tells how to reach the right prospects, how to create the right mood, what to say and how to pyramid results by testing techniques.

The booklet also reviews the advantages of direct mail in boosting sales curves. It quotes examples of successful sales letters and examines the reasons why they were successful.

For this free booklet, circle number 621 on the Reader Service Card.

Work simplification program

Better work methods as a means for continuing cost reduction are discussed in a new brochure titled "Continuing Cost Reduction". It is published by S. J. Fecht and Associates, management consultants.

It points out how the firm's organized work simplification plan differs from usual cost reduction programs. It tells the step-by-step technique of studying jobs to find easier, better and less costly ways of doing them. An illustrated chart details the organization, procedures and results obtained from instituting such a better methods training program.

For this free brochure, write S. J. Fecht and Associates, 3 N. La Salle St., Chicago 3, Illinois.

Fighting fires safely

A handy reference chart, "How to Select a Fire Extinguisher," has been prepared by Fire Equipment Manufacturers' Association, Inc.

The guide outlines three basic types of fire and seven different types of

portable fire extinguishers. A quick glance tells which extinguisher is best to use in fighting specific fires. It also points out what not to use in quenching gasoline, oil or live electrical fires.

For a free chart, write Fire Equipment Manufacturers' Association, One Gateway Center, Pittsburgh 22, Pa.

Circular slide rule

A handy pocket-sized circular slide rule for engineers and executives is offered by General Industrial Co. With it, simple calculations can be made quickly and accurately. Easy-to-follow instructions show how to multiply, divide and find proportions on the slide rule.

For your free slide rule, write to General Industrial Co., 5738 Elston Ave., Chicago 30.

Hints on photocopying

"Helpful Copying Hints" is a handy, indexed bulletin with suggestions for using Apeco photocopy machines to peak advantage.

Unusual and difficult copying operations are discussed along with hints for achieving high quality on routine copying jobs.

For a free copy, circle number 613 on the Reader Service Card.

Guide to proper packaging

Steps to follow in redesigning containers are detailed in a 36-page booklet by Hinde & Dauch Paper Co.

The guide also contains data on shipping rules, product examination and sales procedures. Various packing devices and box styles are pictured.

For this free booklet, write to Hinde & Dauch Paper Co., 407 Decatur, Sandusky, Ohio.

Vending station visualizer

A novel mock-up kit helps plan vending machine installations—from a simple snack station to a full-line automatic cafeteria set-up. Offered by The Vendo Co., this Visualizer contains 33 different machine models with adhesive backing, scaled one-half inch to the foot.

Functional and pleasing layouts can be previewed by mounting the scale models on the miniature brick wall provided. The complete kit measures 22 by 5½ inches.

For a free Vending Visualizer, write The Vendo Co., 7400 E. 12th St., Kansas City.

Correlated office furniture

A full-color folder pictures decorator-designed office settings. Called "Discover New Correlation," it features flexible steel furniture finished in a wide range of modern colors by Corry-Jamestown Mfg. Corp.

For a free brochure, circle number 608 on the Reader Service Card.

About punched tape methods

New methods and equipment developed by Shaw-Walker to speed the filing and finding of punched paper tape and edge-punched cards are illustrated in a six-page color folder. New simplified tape holders with automatic charge-out signal, vertical visible filing methods and Flexowriter desks, the completely work-organized work stations for every Flexowriter machine operation, are plainly pictured and described. Complete details, including sizes, are given for wide selection of tape holders, filing methods and filing equipment.

For a free copy, circle number 620 on the Reader Service Card.

NOTE: Other editorial items and most advertisements in this issue are key coded for your convenience. Use Reader Service Card to request additional details.



Office visitors' chair and reception room furniture by Monarch Furniture Co., High Point, N. C.



GOOD BUSINESS...THE SMART STYLING AND EASY CARE OF U. S. NAUGAHYDE®

FINEST IN VINYL UPHOLSTERY

It's important that your offices look comfortable, attractive, impressive. The cost of their upkeep is important, too. That's why U. S. Naugahyde is the ideal upholstery for your office furniture. Both Elastic* U. S. Naugahyde and deep-dimensional Breathable* U. S. Naugahyde are colorful and luxurious-looking yet amazingly durable and easy to clean. It takes just the minimum of care to keep this long-lasting upholstery bright and fresh as new. Be sure to specify U. S. Naugahyde on your new office furniture...it's available in a wide range of patterns, textures and colors.

*Patent applied for



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(Circle number 143 for more information)

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Please send full information about the photocopy duplicator that makes quick copies of anything on paper.

MM-78

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CITY _____ ZONE _____ STATE _____

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Letters

How to "hold" your secretary

■ An editor is never sure when an article will "ring the bell." The cover story of our May '58 issue, however, was a ringer. Reactions are still reverberating on "How to hire, handle and hold a good secretary." Not the least of its attention value evidently was the double entendre (unintentional, of course) of the headline. Here is a quick rundown of some comments by MM readers, their secretaries—even our advertisers. (For more on the distaff side, see "How your wife can back you in your job" in next month's MM.)

EDITOR

SIR: I was tickled pink to know that I was one of the many proud advertisers in the May issue of MANAGEMENT METHODS. Tickled pink because after receiving it, I knew readership would go up at least 200%. You may attribute this to the cover story of this "collector's item" issue.

I am sure I am not the first to compliment MM on its excellent choice of words to attract those many bosses who have for years been seeking the answers to those questions that were so capably handled in your article, "How to hire, handle and hold a good secretary."

In all seriousness, I am not criticizing your editors. I got a large sized charge out of the title article and can assure you that many people in this organization who may never have heard of MANAGEMENT METHODS before now are well aware of the publication and especially its May contents. Please tell me—was this intentional to up readership? If it was, I think you can call it a complete success. I wonder how many of the advertising trade books will pick up this "bit."

FREDERICK L. BUNTING
ADVERTISING MANAGER
COLUMBIA RIBBON & CARBON MFG. CO.
GLEN COVE, N. Y.

SIR: "How to hire, handle and hold a good secretary" highlights a problem that is universal both to industry and government. The close working relationship between a secretary and

Management men:

**Before you dismiss "office automation"
as too costly and complex...read this!**

Today, automation in the office is the subject of hot debate. To many company executives it means a mass of complicated machinery and the highly-trained personnel to run it. To others, it signifies excessive training and indoctrination, an inordinate outlay of cash, an end to time-tested methods of operation.

Yet most management men agree that in today's increasingly competitive business situation they *need* the faster, more accurate reports that office automation can deliver — up-to-the-minute reports on labor, production, costs, inventory. But, they ask, how do we get them without extravagant confusion and cost?

The answer is with Keysort machines and punched cards.

Why Keysort? Because Keysort, alone, is reducing the cost and complexities of modern office automation with a highly-flexible system that fits easily into almost every possible operational set-up.

Result: Keysort is today cutting automation down to size.

So simple are Keysort procedures that your entire system comprises only three unique tools. Basic data on Keysort punched cards is mechanically created with Keysort Data Punch for fast, easy classification and sorting. Complete and automatic processing is provided by Keysort Tabulating Punch which punches, adds and totals quantities and amounts.

Keysort machines and punched cards today offer you the simplest means of instituting the *practical* modern office automation which can speed to your desk the on-time reports you need for complete control of your business and profits. With little or no change in your existing methods. Without the need for specialized personnel. And at remarkably low cost.

The nearby Royal McBee man can show you how it's done. Phone him, or write us.

M C B E E K E Y S O R T .
PUNCHED-CARD CONTROLS FOR ANY BUSINESS
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POR T CHESTER, N. Y., Offices in principal cities.
In Canada: The Royal McBee Company, Ltd., Toronto 16

(Circle number 136 for more information)



ONE-MAN COMMUNICATION CENTER

With the portable, lightweight Kleinschmidt field teletypewriter, remote positions keep in two-way printed communication with distant headquarters.

Quickly set up for transmission and reception of information, the Kleinschmidt teletypewriter instantly establishes accurate, printed communications between outlying areas and headquarters. With this unit, developed in cooperation with the U. S. Army Signal Corps, two-way teleprinted communications can be established in minutes. Identical printed originals are in the hands of sender and recipient simultaneously.

Since the early 1900's, Kleinschmidt has devoted its efforts to the constant development and wider utilization of teleprinted communications equipment. Credited with an imposing list of "firsts," Kleinschmidt—now a member of the Smith-Corona organization—continues its never-ending research to broaden the scope of teleprinted communications in every field.



KLEINSCHMIDT LABORATORIES, INC.

A subsidiary of Smith-Corona Inc. • Deerfield, Illinois

(Circle number 127 for more information)

boss, the finesse necessary in the mutual application of human relations principles and practices between the two personalities, is emphasized clearly in this article.

JULIUS KURENS
PERSONNEL OFFICER
VETERANS ADMINISTRATION
BROOKLYN, N. Y.

SIR: A friend of mine called my attention to an article in the May MANAGEMENT METHODS, and I was fortunate in obtaining a copy for a few days. I am referring to the article entitled "How to hire, handle and hold a good secretary."

As editor of *Korney Kernels*, monthly publication of Cornhusker Chapter, National Secretaries Association, I would like permission to reprint a portion of this article. . .

MARJORIE L. BULLER
CORNHUSKER CHAPTER
NATIONAL SECRETARIES ASSOCIATION
LINCOLN, NEB.

Confidence in Jamaica

SIR: I have just finished reading your excellent article on "Jamaica, Door to Profits in the World Markets" (MM, May '58).

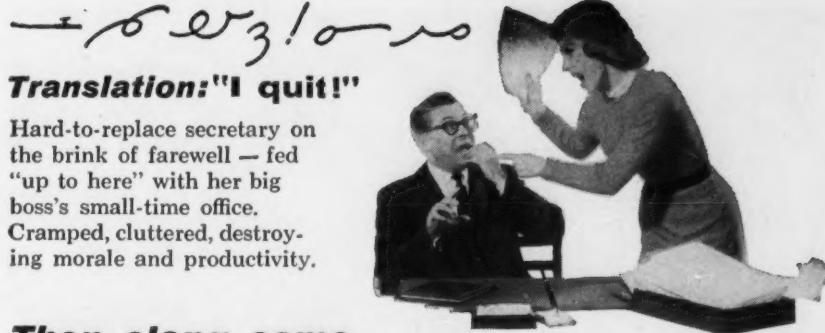
Distillers Corp.-Seagram, Ltd., through subsidiaries, has extensive operations in Jamaica. Through our own modern plant construction and installations, we have become thoroughly familiar with the work being done by the Jamaica Industrial Development Corp. The president of our parent company and of Seagram Overseas Corp., Samuel Bronfman, has great confidence in Jamaica. He has personally directed our varied company investments made in the island, some of which date back nearly two decades.

The writer spent six weeks in the Caribbean area early this year, during which he conferred with I.D.C. executives and was able to tour the I.D.C. Industrial Estate and see some of the island's new plants.

Perhaps there is no relatively "new" state that is approaching a program of industrial diversification more intelligently than I.D.C., nor any area where cooperation between government and industry is greater.

Also, it is our feeling that you have presented the story of "this island of perpetual discovery" clearly and concisely, and that all of us who have a stake in Jamaica should congratulate you.

F. L. MARSHALL
EXECUTIVE VICE PRESIDENT
SEAGRAM OVERSEAS CORP.
MONTREAL



Then along came

the Invincible Man* with the office plan

* Not really wearing shining armor, the Invincible Man is nevertheless a doer of great deeds. Call on him for periodic office planning check ups.



... to turn "the littered look" into a magnificent symbol of achievement. A spacious executive desk — two-tone with smart Aerogrill panel and leg bases . . . and an impressive modular cabinet grouping. (Did the girl quit? Of course not!)

For any executive or professional or general office, the Invincible man can quickly plan striking new beauty, convenience and efficiency from Invincible's truly complete line.



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Business-engineered
for better
business living

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for colorful Invincible
brochure and sample
Survey Form from
the Invincible Man's
Planning Kit.

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1162 Caledonia Road, Toronto 10

INVINCIBLE
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Dept. C-7, Manitowoc, Wisconsin
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Firm.....

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City.....

Zone..... State.....

(Circle number 125 for more information)

What
HOWARD
can't do...
is hardly worth doing



• *Meet "Howard,"* the office handyman of all work. He represents all of the office and business printing—of practically every description—for which a Howard-made paper has been specially created.

Quality papers all, the wide variety of reproduction papers for office use, and the bonds, book paper, and printing papers

for general business use, offered by the four divisions of Howard Paper Mills, Inc.,* are among the most popular of all papers made in America.

Thousands of business users have "Howard" hard at work. It's an easy name to remember and request when you next order paper for any business use.

Ask for

Howard

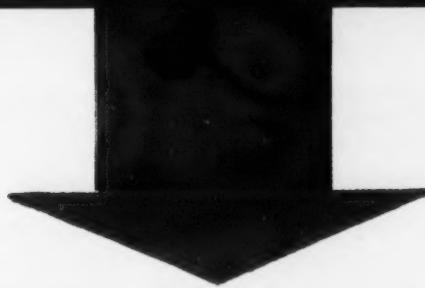
Bonds • Ledgers • Mimeograph • Duplicator • White Print
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FOUR DIVISIONS: HOWARD PAPER DIVISION, Urbana, Ohio — AETNA PAPER DIVISION, Dayton, Ohio — MAXWELL PAPER DIVISION, Franklin, Ohio — DAYTON ENVELOPE DIVISION, Dayton, Ohio

(Circle number 121 for more information)



DO YOU KNOW THE LAW ON

Advertised price IS IT BINDING?

The question— When does an advertisement become a binding contract to sell?

The facts— Certain types of ads have been judged to be binding offers to sell, merely upon acceptance of the offer by a buyer. Other types of ads have been found to be non-binding.

Generally speaking, an ad may be binding when it contains specific facts that require no further negotiation regarding price, quantity, quality, delivery, and so on. Ads omitting details of this nature are in most instances merely invitations to trade, and are not binding.

Case one— In a Minneapolis newspaper, a merchant advertised three fur coats for sale at \$1 each on a "first come, first served" basis. The first customer to arrive offered \$1 and demanded a fur coat. The merchant refused to deliver it. The customer sued. The merchant contended in court that his advertised offer could be withdrawn at any time. But the court awarded a judgment for the value of the coat to the customer. The merchant appealed to the State Supreme Court.

Whether an advertisement is an offer or merely an invitation to trade, the court said in its decision of this appeal, depends on the circumstances and the intention of the parties. Offers in some instances have been held to be merely invitations for an offer, and not binding offers in themselves. The test, the court added, is "whether the facts show that some performance was promised in positive terms in return for something requested."

This advertisement was a definite offer and became a binding contract when the customer offered the merchant the dollar and asked for the coat. The offer was clear, definite and explicit.

Lefkovitz v. Great Minneapolis Surplus Store, 86 N.W. 2d 689, Minnesota, Dec. 20, 1957.

Case two— Decision of the above fur coat case followed the law laid down by a Louisiana court. In Baton Rouge an automobile dealer advertised in a lo-

Note— This feature is offered as a general guide only. Consult your attorney on specific legal problems.



With Gliders, there's no "fishing" for prints, no hole-punching as in old peg-type file methods. Your prints "glide" into and out of filing position in clamp-type plan holders.

GLIDER BLUE PRINT RACKS 5' high, 4' wide, 3' deep. Gliders hold 1200 plans 24" to 48" in width. Plan holder clamps loosened, allow removal of needed prints without disturbing others. Indexes above each plan holder provide quick reference. Gliders are easily expandable, with attachable extensions.

GLIDER "700" BLUE PRINT RACKS 4' high, 2' wide, 2' deep.

The Glider "700" is a modular, strong-steel unit. Designed for planners who have small print filing requirements, it's a space-saver. It retains 700 prints of 18" to 24" widths. Glider "700" provides the same filing efficiency as the Gliders and makes an excellent primary, subsidiary or ready-reference "desk-side" file. The efficient, all-steel Glider line, simple to set up and move, and finished in modern grey enamel, fits the "scheme" of today's offices. Order now through the best office suppliers or write for illustrated literature.



4323 West 32nd St.
Chicago 23, Ill.

(Circle number 131 for more information)

THE INTERNATIONAL SYSTEMS MEETING

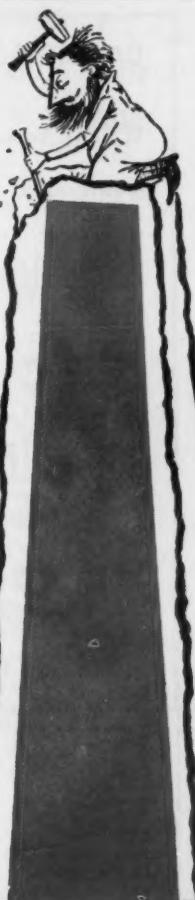
October 13-14-15, 1958
Penn-Sheraton Hotel—Pittsburgh

ONLY MAJOR U. S. CONFERENCE DEVOTED
EXCLUSIVELY TO THE SYSTEMS FIELD

Sponsored for the
11th Consecutive Year by the
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Mail Address:
1958 International Systems Meeting
Penn-Sheraton Hotel, Parlor 70 C
Pittsburgh 19, Pa.

(Circle number 124 for more information)

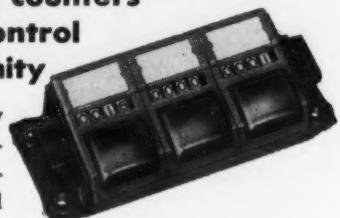


VEEDER-ROOT

VARY-TALLY

gives you as many counters
as you need for control
of product-uniformity

Production figures by types of units . . . comparative test results . . . inventories, estimates, traffic and quality control checks . . . basic business data of all kinds is readily obtained with



Vary-Tallies that are assembled to your exact needs. Spacious key on each counter makes "keyboard counting" easy, fast, accurate. For bulletin and prices, write:

VEEDER-ROOT INC.
HARTFORD 2, CONN.



"the Name that Counts"

(Circle number 145 for more information)

HOW MUCH to make or buy

WHEN to make or buy it

a practical man's

approach to

ECONOMICAL PURCHASING



Now, the production-purchasing man has his own guide to mathematical inventory control — written by an author who talks his language. This is the first and only book on the subject designed for the man who must do the job himself. It is not a text book — nor is it a theoretical study. Instead, it plunges directly into the heart of your problem — HOW MUCH to make or buy and WHEN to make or buy it.

SCIENTIFIC INVENTORY CONTROL

by W. EVERETT WELCH, Director of Purchasing,
Aeronautical Division, Minneapolis-Honeywell

168 pages, 8½ x 11, illustrated, \$12.50

This book shows how modern business mathematics can give you the answers to "how much to buy" and "when." But you don't have to be a mathematician to read and use it. 86 easy-to-understand tables and figures lead you by the hand through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

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Please send me a free-examination copy of SCIENTIFIC INVENTORY CONTROL. At the end of 10 days, I will either return the book, without paying any money, or send you my check or money order for \$12.50.

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City and State.....

Bill me.....

Bill my company.....

cal newspaper, "Two for One. Buy a '54 Ford now. Trade even for a '55 Ford. When the 1955 models come out, will trade even for your '54."

A customer read this advertisement and bought a 1954 Ford Sedan. When the 1955 models were advertised for sale, he offered to return the car he had bought in exchange for the new model. He was told by the dealer that this advertisement was not an offer but merely an invitation to "come in and bargain." The customer sued and recovered judgment against the dealer for the difference between the value of the car he had bought and the one the dealer had advertised he would deliver. Such an acceptance of an offer, said the court, makes a valid and binding contract. The advertiser was bound by the offer he made in exchange for the act which the buyer performed.

Johnson v. Capital City Ford Co., 85 So. 2d 75, Louisiana, Dec. 30, 1955.

Case three—An advertisement of cotton seed in a Texas farm paper read: "Farmers, plant Mebane and Kasch. I have both varieties. Grown last year from pedigreed seed. I will ship c.o.d. subject to inspection and let you be the judge. Four dollar sack of three bushels, freight paid in Texas and Oklahoma; \$4.50 in Arkansas and Louisiana. Order now. J. R. Oliver, farmer, Whitewright, Texas."

A customer sent a check and order for the seed, but the seed shipped by the seller was inferior in quality. The buyer sued for damages. By the decision of the Texas court the advertisement was an offer that became a binding contract when the seed was ordered by the buyer. The offer, said the court, was "clear, definite and explicit and left nothing open for negotiation."

Here the court quoted a statement of this rule of law from a well known authority: "In order to constitute a proposition which may be converted into a contract by acceptance, the offer need not be addressed to a particular individual. A binding obligation may even originate in an advertisement addressed to the general public. But to whomsoever it is addressed, an offer to be binding must be definite, although the offeror may be bound by an offer to sell which allows the offeree to determine the quantity which he will accept."

Oliver v. Henley, 21 S.W. 2d 576, Texas, Oct. 17, 1929.

Case four—Circular letters were sent to customers by a New England manufacturer of firearms. Enclosed was a printed statement of the terms on which these goods would be sold. No order would be filled by the manufacturer except upon those terms. This notice was received by a dealer who mailed an order to the manufacturer. The manufacturer refused to fill it.

In the suit brought by the dealer for damages, the court said there was no contract. A mere invitation to customers to trade creates no obligation on the seller to accept their orders. This letter and the printed enclosure of the terms were merely an invitation.

The letter, said the court, was not a general offer to sell. It was an announcement that the manufacturer would receive proposals for sales which might or might not be accepted.

Montgomery Ward & Co. v. Johnson, 95 N.E. 290, Massachusetts, May 19, 1911.



How pagemaster® serves the needs of an expanding medical center

This large, midwestern University Medical Center gets instant contact with key personnel with a PAGEMASTER Selective Radio Paging System by Stromberg-Carlson.

Coverage is complete throughout the campus, with signals reaching up to a radius of 3 miles in this particular installation.

Starting with a few dozen receivers, the Center can expand its system to full capacity of over 450 receivers to meet growing needs. There is no additional installation cost.

Key people are equipped with these transistorized pocket-size receivers. When any of them is called, but is away from his usual location, the telephone switchboard operator sets his private signal on the PAGEMASTER encoder (a unit of adding machine size next to the switchboard) and flips a switch.

Instantly that individual's receiver—and only his—responds with a pleasant but commanding signal. He picks up the nearest telephone and reports. The signal automatically repeats every 20 seconds until the call is answered.

PAGEMASTER selective radio-paging can meet your need for fast contact with key people—whether yours is an educational, industrial or commercial organization, in one building or many. You can have a system tailored to your own requirements, whether you need just a few receivers—or several thousand. Systems are available for lease or purchase.

For details contact the PAGEMASTER distributor in your area. Or write to us at 201 Carlson Road.

"There is nothing finer than a Stromberg-Carlson"



STROMBERG-CARLSON
A DIVISION OF GENERAL DYNAMICS CORPORATION

Pagemaster Sales • Rochester 3, N.Y.

Electronic and communication products for home, industry and defense

(Circle number 140 for more information)



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Birmingham, Alabama
The Lanier Co., 2129 7th Ave. S.
Boston 15, Massachusetts
DeMambro's, 1095 Commonwealth
Buffalo 10, New York
Regal Electronics, 796 Clinton
Camp Hill, Pennsylvania
John A. Morefield Company
Canton 9, Ohio
George F. Ebel, 3017 NW Cleveland
Sanford, North Carolina
Cmmwith Assoc., Box 1025
Chattanooga, Tennessee
The Lanier Co., 19 Patten Pkwy.
Chicago 39, Illinois
Boom Electric, 5226 W. Grand
Cincinnati 14, Ohio
Shaffer Co., Inc., 1889 Central Pkwy.
Cleveland, Ohio
J. J. Skinner Co., 25010 Lakeland
Columbus 8, Ohio
Shaffer Music Co., 849 N. High St.
Dallas 31, Texas
Carter Engineering, 6762 Greenville
Dayton 2, Ohio
Copp Radio Labs, 333 W. Monument
Denver 3, Colorado
Empire Radio & TV, 1100 Bwy.
Detroit 7, Michigan
C. A. Nutting, 6353 E. Jefferson
Houston 6, Texas
Audio Center, 1633 Westheimer
Indianapolis, Indiana
Shaffer Music Co., 1327 N. Capitol
Jackson, Mississippi
The Lanier Co., 130 S. President
Jacksonville, Florida
The Lanier Co., 123 W. Beaver
Kansas City 2, Missouri
Engineered Sound & Comm. Co.
18 W. 63rd St.
Knoxville, Tennessee
The Lanier Co., 1800 Grand Ave.
Los Angeles 17, California
Guardian Pacific Co., 6th & Grand
Lubbock, Texas
Radio Paging Service
503 G. Plains Life Bldg.
Memphis, Tennessee
Bluff City Dist. Co., 234 East St.
Miami, Florida
The Lanier Co., 300 NW 12th Ave.
Milwaukee 4, Wisconsin
United Organ Co., 640 W. Va. St.
Minneapolis 3, Minnesota
Stark Radio Supply, 71 S. 12th St.
Nashville, Tennessee
The Lanier Co., 212 6th Ave. S.
New Orleans 20, Louisiana
E. Emile Rackle, 3855 Airline Hwy.
New York 11, New York
Gross Distributors, 216 W. 14th St.
Oklahoma City, Oklahoma
2-Way Radio, 921 NW 4th
Philadelphia 21, Pennsylvania
J. H. Sparks, Inc., 1618 N. Broad
Pittsburgh, Pennsylvania
Hahn Radio, 700 Penn Ave.
Turtle Creek, Penna.
Portland 11, Oregon
Manchester-Chandler Co.
2915 N. E. Alberta
Richmond 19, Virginia
Cottrell Electronics Corp.
408 East Main Street
Rochester, New York
Rochester Radio Supply, 600 E. Main
Salt Lake City 2, Utah
Standard Supply, 225 E. 6th S.
P. O. Box 1047
San Francisco Bay Area, Calif.
Watson Communication Engineering
10533 San Pablo Ave., Richmond
Seattle, Washington
W. D. Lasater Co., 615 N. 35th St.
Spokane 1, Washington
NW Electronics, E. 730 1st Ave.
Springfield 9, Massachusetts
Valley Sound Corp., 958 State Street
St. Louis 13, Missouri
Tesco Telephone Electronic Sound
2612 N. Kings Highway
Syracuse 3, New York
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Tampa, Florida
The Lanier Co., 4025 Henderson
Toledo, Ohio
Warren Radio Company, 1002 Adams St.
Tucson, Arizona
Niles Radio & TV Center, 400 N. 4th
Waco, Texas
Waco Communications Co., 1213 Clay
Washington 5, D. C.
Tempo Electronics, 1341 L St., NW
EXPORT: Ad. Auriema, New York;
Canada: Hackbusch Electronics, Toronto;
Hawaii: Welton & Co., Honolulu

Why firms fail at office

A paradox: while office workers flout rules and waste up to half their time, executives say they are maintaining discipline. Here is the extent—and cause—of a huge source of administrative waste.

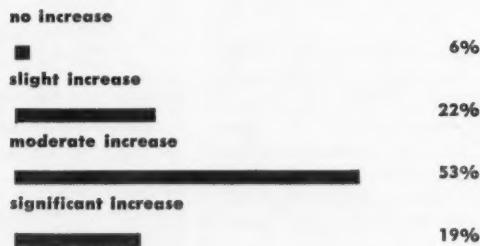
Sheer lack of office discipline is causing big waste in most firms. The waste is commonly running into the thousands or even millions of dollars—dollars that could be converted into profits with a crackdown on offenses.

WHAT THEY SAID

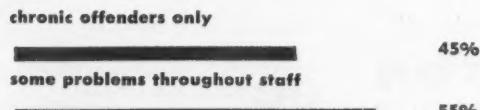
1. Generally speaking, what degree of optimum capacity do you feel you are getting from your non-supervisory office workers?



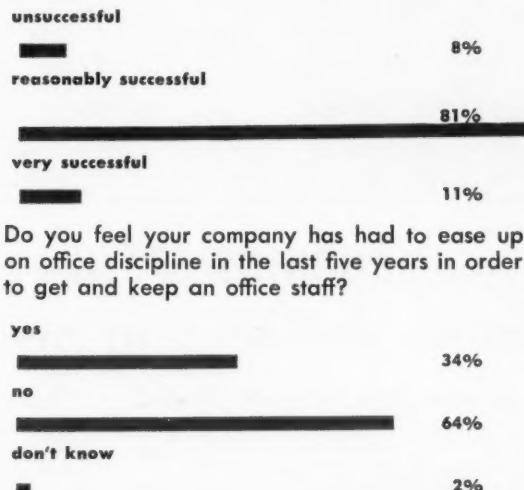
2. Assume all office people began obeying "to the letter" all rules established on lateness, phone calls, coffee breaks, etc. Would this result in an increase of output?



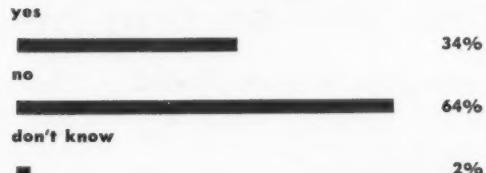
3. Is your problem of office discipline one of dealing only with chronic offenders?



4. How would you describe your present methods of maintaining office discipline?



5. Do you feel your company has had to ease up on office discipline in the last five years in order to get and keep an office staff?



6. Because of job insecurity caused by the recession, have you noticed your office people being more respectful of office rules?



7. Does your company have written policies covering lateness, phone calls, etc.?



discipline

Most managers readily admit that their clerical workers are callously flouting rules on lateness, phone calls, coffee breaks, idle chit-chat. The time wasted by these habits runs from 20% to as high as 50% of the workday in most companies. Yet executives in these companies have deluded themselves into believing that they are successfully handling office discipline.

Compare these findings from a new MANAGEMENT METHODS survey of a sampling of readers in firms of all types and sizes around the country:

- Well over half of the survey respondents said they are getting only between 50% and 80% of optimum capacity from their clerical people. Yet almost all of the respondents described their methods of maintaining office discipline as reasonably successful or very successful.
- Almost three out of four of the respondents said they would get a significant or at least a moderate increase in work output if everyone obeyed the office rules. Yet the most common method they use to enforce the rules is to "talk to" offenders.
- Four in 10 of the responding firms require their office staffs to

REWARD FOR FACTS

How does your company maintain office discipline? Have you a practical, adaptable method that other firms could use? Management Methods is planning a roundup of specific ideas on this subject for a future issue and will pay a reward of \$10 for each publishable idea contributed. Address The Editor, Management Methods, 22 W. Putnam Ave., Greenwich, Conn.

Dictation

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cost free, with matchless
simplicity of operation

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Comptometer Comptograph "220M"—with new multiplication key—more features than any other 10-key listing machine. Try it Free.

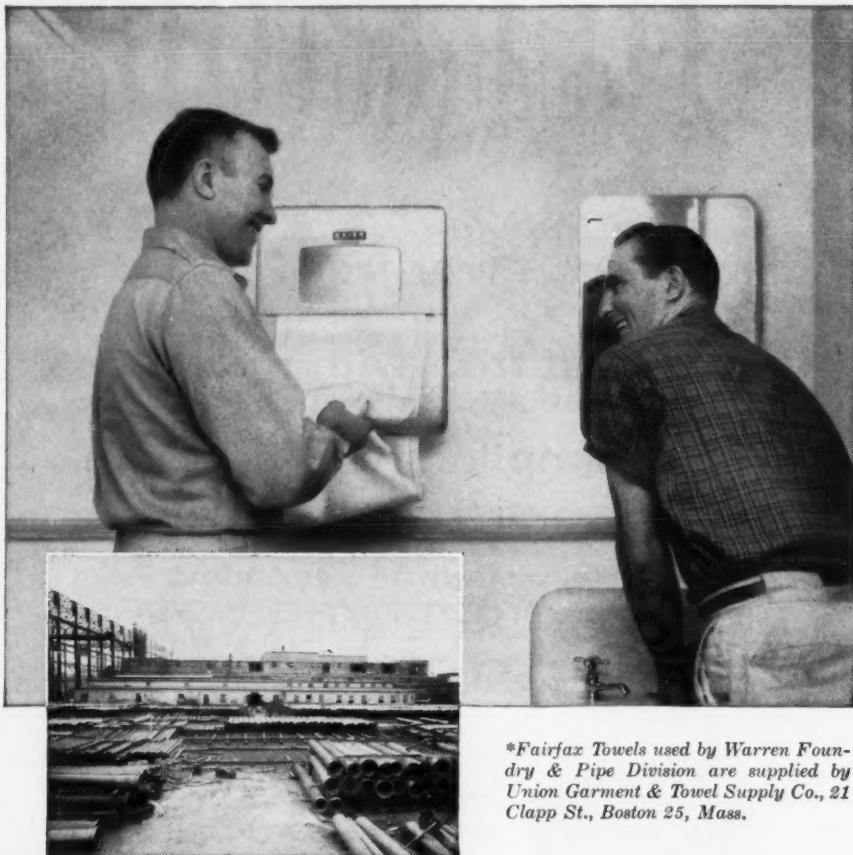
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City Zone .. State ..

(Circle number 111 for more information)

Cast iron pipe maker cuts costs 30% with COTTON*



● Management of the Warren Foundry & Pipe Division, Shahmoor Industries, Inc., Everett, Mass., has reported a 30% saving on washroom towel costs and definite improvement in both maintenance efficiency and employee relations. Their method, at this cast-iron pipe producing plant: providing cotton toweling in the washrooms used by their 370 plant and office workers.

Warren found that washrooms were easier to clean and keep clean. This neatness, together with cotton's softness and comfort, were keenly appreciated by personnel. And management was certainly interested in the decreased fire hazard provided by cotton toweling.

Why not see what cotton can do in *your* plant or building? For free booklet on cotton towel service, write Fairfax, Dept. R-7, 111 West 40th Street, New York 18, N. Y.

Here's How Linen Supply Works...

You buy nothing! Your linen supply dealer furnishes everything at low service cost—cabinets, pickup and delivery, automatic supply of freshly laundered towels and uniforms. Quantities can be increased or decreased on short notice. Just look up LINEN SUPPLY or TOWEL SUPPLY in your classified telephone book.

Clean Cotton Towels . . . Sure Sign of Good Management

Fairfax·Towels

WELLINGTON SEARS COMPANY, 111 WEST 40th STREET, NEW YORK 18, N. Y.

(Circle number 147 for more information)



punch a time clock. Yet of these firms using time clocks in the office, 28% said they still can't get their people to work on time, 32% said they can't get them back from lunch on time, and 25% said they can't prevent their clerical personnel from quitting early.

Where does the fault lie for this huge drain on profits? It is clear that the blame must be taken by management itself. It is due to management's laxity, unwillingness or inability to enforce its own rules—or even, in some cases, to establish definite rules.

The problem cannot be rationalized as being caused by office unionization, because only 8% of the respondents in MM's survey said their offices are unionized.

And in most cases it can't be blamed on the so-called clerical shortage, because only a third of the respondents said they have had to ease up on discipline in order to attract and keep office personnel.

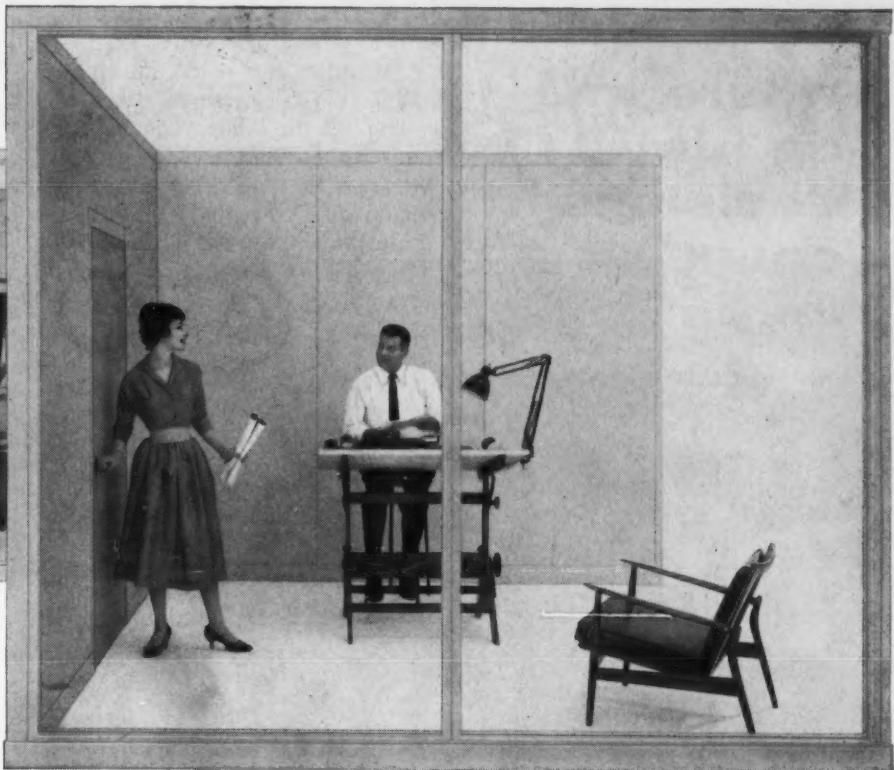
Even the widespread factor of job insecurity caused by the business recession has not caused a change in the picture in most companies. Only 29% of the survey respondents said they have noticed any additional respect for office rules among their office people as a result of the recession.

Together with a range of other queries, the participants in the survey were given a list of 10 items and asked to check the ones they feel contribute significantly to lost time and performance. Here are the percentages of the respondents marking the various items:

Idle chit-chat	66%
Coffee break abuses	44%
Too much time in powder room	34%
Non-business phone calls	33%
Absenteeism	29%
Lateness	24%
Extended lunch periods	23%
Quitting early	18%
Personal business at desks	12%
Friends dropping in	8%

MM's survey points up that in many companies these abuses are not confined to a few chronic offenders only. In fact, more than half of the respondents reported they have some problems of office discipline throughout their clerical staffs.

Most of the executives said that



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there is someone in their organization who has direct responsibility for maintaining office discipline, and in the majority of cases this someone is the office manager. In a significant 13% of the firms, however, it is the controller who holds this duty. A few of the companies assign the responsibility to the personnel manager, treasurer or chief accountant.

Only 3% of the respondents confessed that no one in their organization has been assigned the responsibility for keeping office workers on their toes. However, a surprisingly large number of firms—one out of every three of the respondents—revealed that they have no written policies covering office workers' lateness, phone calls, lunch periods, and so on. Understandably, these companies are among the most severe sufferers from office time waste.

Management weakness

The fact that idle talking among employees leads the list of salary-sapping offenses—with two-thirds of the respondents indicating it as a significant problem—strongly implies a severe management weakness. It can be taken to imply poor work planning as well as poor supervision.

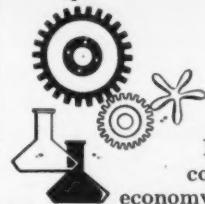
Yet, paradoxically, closer supervision of offenders is reported to be one of the primary methods used by a majority of the firms for enforcing office discipline.

The MM questionnaire contained a list of enforcement methods and the respondents were asked to check those they use. Here is the percentage breakdown of the returns:

Offenders get "talking to"	73%
Closer supervision of offenders	52%
Pass over offenders for promotions	28%
Stimulate job enthusiasm	24%
Release offenders	17%
Dock pay of offenders	15%
Bonuses for good attendance, etc.	8%
Special privileges for good record	6%

The ranking of these methods is revealing in itself. The two "get tough" practices of docking the pay of offenders or firing them are sig-

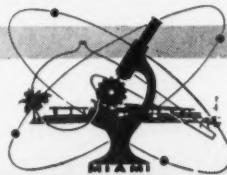
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Section: M-7

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nificantly low on the list, indicating that management tends to bend over backwards in its relationship with clerical personnel.

Perhaps the time has come, now that most organizations are struggling to reduce costs and increase efficiency, for an active re-appraisal of the standards of performance that should be expected of the white collar group. MM's survey gives sharp evidence that most offices could operate more efficiently with fewer people—if everybody worked.

m/m

WHAT
THEY
SAID

A REVIEW OF
CURRENT SURVEYS

**Cost cutting ranked as
biggest supervisory task**

Cost control and the job of increasing productivity are the two major problems supervisors expect to face during the next 12 months, according to a survey by the National Management Association.

Keeping costs down is the hardest job now faced by 30% of those queried, and 55% anticipate this factor will loom largest among their problems during the coming year. Sixty per cent were downright pessimistic about the chances for increasing the output of production workers during this same period.

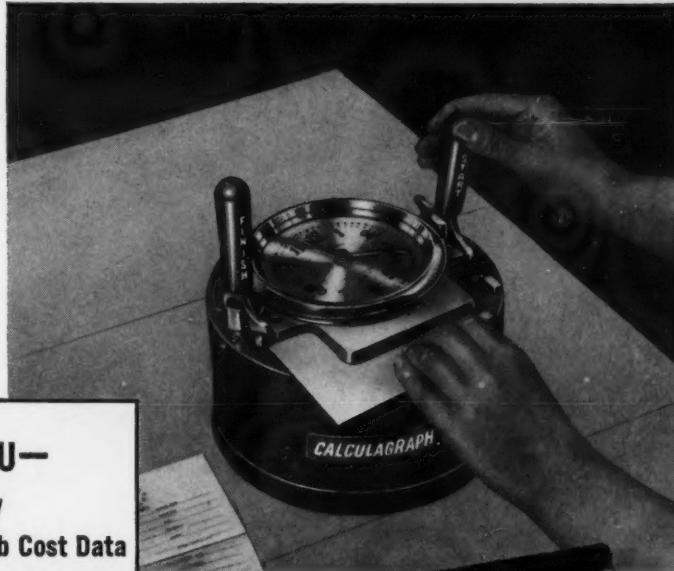
Although the supervisor is still a major influence for increased productivity, 64% of the respondents said output was equally influenced by factors beyond the supervisor's control.

Significantly, only nine per cent of those surveyed regarded labor relations as a serious problem now, but 23% expected to find it one within the next year.

Other growing problems forecast in survey responses were human relations, a worry to 24%; keeping up the interest of workers, 21%; and the effects of increased mechanization and automation, 15%.

Of further significance is the fact that although the number of workers supervised by the respondents varied from less than nine for 30% of them to more than 50 for 17%, nearly half of them (47%) said they could supervise larger numbers of workers without much difficulty.

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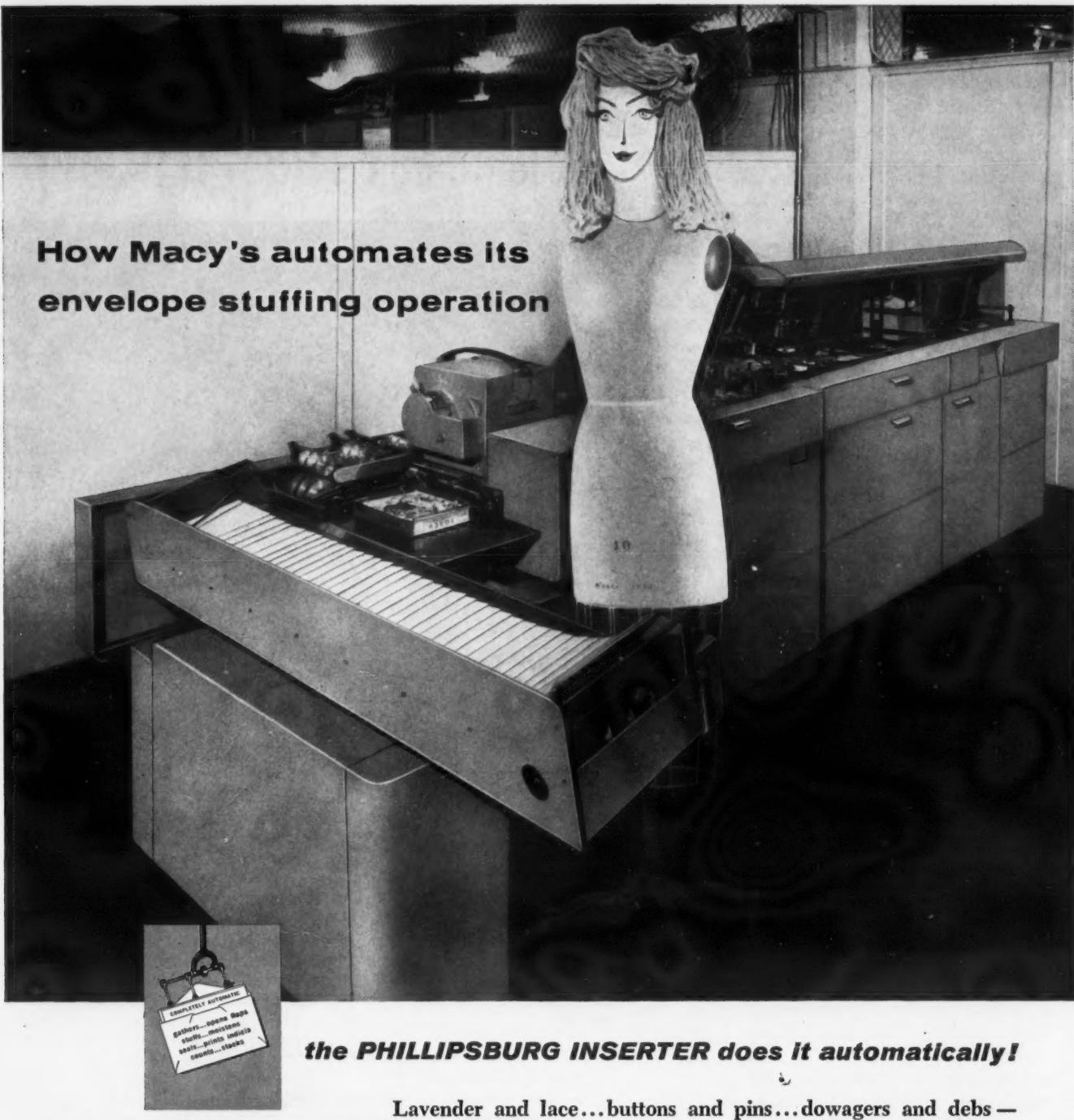
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Send Case History on _____ (*type of business*)

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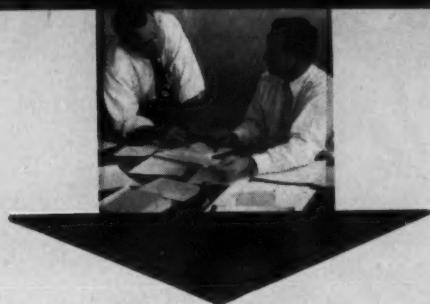
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COST CUTTERS

You cut costs when you

EXPLAIN COST CUTTING IN HOUSE ORGAN

■ BRIDGEPORT BRASS CO. used a special cost cutting edition of its company newspaper to launch an all-out economy drive, in less than a month was able to measure tangible results.

Aiming at a multimillion dollar cost reduction throughout all its plants, the company used its *Brass News* to give employees the cold facts of economic life and job security.

Workers got a broadside of articles and editorials that amounted to a mandate for everyone, from the most senior to the most junior employee, to cut costs and increase efficiency and productivity in every phase of Bridgeport operations.

At the same time, a committee system was set up to enforce economy demands.

Inside of two weeks, plant managers reported what they termed a distinct change in worker attitude. Cost cutting suggestions poured in from the rank and file. Tardiness and quitting early virtually disappeared from the company's Connecticut plants, officials report. Scrap and reject rates on the production lines dropped sharply.

Telephone bills started falling fast, the company reports, while efficiency in paperwork departments increased visibly.

Workers prodded each other to some extent in the economy drive,

apparently as a result of one theme of the program: the apathetic worker jeopardizes not only his own job security, but everybody else's.

Bridgeport Brass says its war on costs, although triggered by the recession will remain as a permanent program.

You cut costs when you

SCRAP COSTLY RECORDS

■ MANY IF NOT MOST records are kept as a means of self-protection. But ask yourself if the protection you get is worth the cost of the recordkeeping.

A large mail order house, for instance, discovered it cost far more to maintain files of orders and shipping records than it would to refill orders claimed to be lost in shipment.

Management decided to lean on the law of averages and ordered all correspondence and shipping papers destroyed the day the order was shipped. The change has greatly reduced paperwork costs. When a customer complains that an order has not been received, a duplicate shipment is made, but the cost of these replacements is only a fraction of the cost of operating hundreds of files and housing tons of paper.

PROFIT MAKERS

You make profits when you

USE STRATEGIC PRICING

■ IN A BOLD anti-recession move, Clary Corp. (business machines)

gambled on drastic price cuts. Result: sales increased to the highest peak since the period immediately following World War II.

Explains Clary President Hugh L. Clary: "We returned to the fundamental American business philosophy of low cost and high volume."

Prices were cut to get plant operations up to a higher level of capacity. The gamble, says President Clary, paid off in an avalanche of new orders. People have the money to buy what they want and need, this executive believes, but are waiting for good bargains to come their way.

You build profits when you

PUT YOUR BOARD TO WORK

■ DIRECTORS are often the most overlooked asset of modern business. In most companies, says Management Consultant E. Everett Smith of McKinsey & Co., "the board has become more and more a legal fiction," at best a panel of courteous advisors who fail to exercise their authority for a variety of reasons, not a few of them highly personal.

Most common cause of board impotence, says Consultant Smith, is management's failure to recognize "the tremendous contribution it can make to the success of the business." Then, too, he adds, many chief executives have reached the top the hard way and naturally shy away from surrendering their power to a strong board.

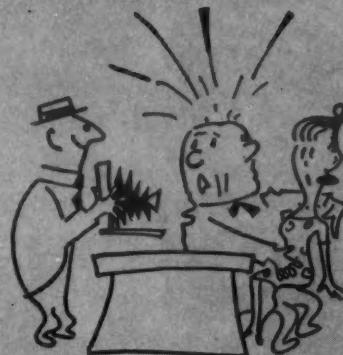
The board, however, when func-

tioning as it should, can give added strength to a chief executive's position if it is armed with all the facts and shares in the basic decisions. And what better test of planning than that offered by an eager, thoughtful board whose members can ask penetrating questions, forcing an executive to defend his position?

Everett Smith suggests management think through what it really expects of a board and, once it recognizes the latent assets of a vital board, then take these two steps:
1. Recruit board members with the same zeal that you would when seeking a key executive.
2. Arm the board members with all the facts well in advance of meetings, equip them with a foundation for searching questions. Make sure they know the profit-making factors of the business and give them criteria by which to measure the progress of the corporation.

SALES BUILDERS

You build sales when you
PUT A CAMERA TO WORK



■ ANOTHER TOOL often profitable in the hands of a salesman is a camera. The camera has been rediscovered as a sales workhorse, a creative device and a customer interest-getter.

Here are a few examples:

A New Bedford, Mass. tire company sends its salesmen around town taking pictures of worn auto tires. The photo includes the car's license plate, from which the company determines the owner's name and address. A sales letter, accom-

panied by the photo, goes to the owner. Sales are increasing sharply.

A roofing company in California applies the same technique, hiring an aerial photographer to do the work. After pinpointing roofs in need of repair, the firm dispatches its salesmen.

An Atlanta exterminating firm seeks out termite-ridden buildings, then displays photographic evidence of the damage to the owner.

A Boston antique dealer sends out shots of her latest acquisitions in mailings to customers.

One industrial salesman who is a camera bug uses his photography simply as a goodwill tool, taking candid pictures of customers in their offices, sending them the best prints with his next sales letter.

An engineering company's field men take photos of machinery needing replacement parts, send the pictures back to the home office for price estimates.

Particularly in view of the wide variety of present equipment, from miniature cameras measuring only a few inches to cameras that produce immediate prints, the sales building uses of photography are unlimited.

You build sales when you
USE SALES "REPS"

■ A MASSACHUSETTS metal products firm that normally grosses \$5 million annually has increased its sales by 15% thus far this recession year through effective use of manufacturers' representatives.

The company, Market Forge, of Everett, has also saved considerably on sales costs through the ability of representatives to market two new products in a fraction of the time the company itself could do it.

For instance, the company completed national distribution of its new \$12.95 auto seat back rest, the Mark-Fore, in just six weeks through manufacturers representatives. The job ordinarily takes from six months to a year.

"A company's ability to develop needed new products and market them quickly and effectively can provide growth amid a general business turn-down," says Company Vice President Samuel Sheldon.

Manufacturers representatives, by virtue of their independent status and broad contacts, have the quick marketing ability, says Sheldon, plus two other assets: an incentive to do a good job, and the confidence of their customers who buy other products from them.

Sheldon's advice is for sales managers to establish rapport with the representative, which means going beyond the amenities of a normal business relationship.

Sheldon doesn't recommend representatives as a cure-all for lagging sales, or distribution problems. Company salesmen are obviously more effective, he says, if the product requires detailed technical presentation or if unit sales are small and each sale requires considerable time.

TIME SAVERS

You save time when you
CATCH IDEAS ON THE GO

■ LAWRENCE M. GELB, president of Clairol Inc., says people think best while in motion. He feels the stimulus of changing surroundings can set off a fresh flood of ideas in an executive's mind.

To capture his ideas while he's on the move, President Gelb jots down every worthwhile thought that comes to him—while traveling, lunching, walking. He carries a special notebook for the purpose, rations one idea per page. To each idea he adds the name of the person in his organization who can take action on it. The notes go into separate envelopes for immediate delivery, sometimes by mail, often in person.

By catching his ideas on the run, and making his decisions when he can sit still and concentrate, Time Saver Gelb feels he cuts down the length of management meetings, since his executives already know

what he is thinking, and can spend their time communicating their ideas back to him.



You save time when you

ELIMINATE VACATION FUSS

■ ALDENS INC., the Chicago firm, has side-stepped the time-consuming conversation and confusion that often go hand-in-hand with vacation scheduling.

At the end of each year, Alden issues each employee a "vacation certificate" which sets forth in clear detail the company's vacation policy. Attached is a coupon that the employee fills out by a specified date, indicating his vacation time preferences. Aldens' personnel department is thus able to schedule vacations quickly and quietly, with little time spent in discussing the matter with workers individually.

MORALE BOOSTERS

You boost morale when you

PUT RELIGION TO WORK

■ MORE THAN A FEW firms have turned to religion in an effort to help workers with both business and personal problems.

One plant offers a minister-counseling service, enabling distraught workers to obtain spiritual help on

the job. Area ministers, priests and rabbis visit the plant on certain days. Workers who want to talk with them simply fill out a request form and are given the necessary time off. Management finds it gains by giving the worker an opportunity to talk out his problems with an understanding listener.

In one modern plant, each working day is begun with a brief prayer broadcast over the public address system. The prayers, recorded by community clergymen, are different each day.

Some firms have even included chapels in their buildings. One such firm offers capsuled half-hour services before working hours. Services are non-denominational, with several local clergymen officiating alternately, and music provided by the company choir.

Still another company offers a "meditation library," which contains recorded commentaries by noted churchmen on almost every conceivable problem, plus some 200 Bibles and religious publications. Private listening booths are provided for those who want to hear the recordings.

You boost morale when you

ESTABLISH LOAN POLICY



■ EVEN IN TIMES of special need, most employees are reluctant to ask the boss for a salary advance. They fear the embarrassment of explain-

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MORALE BOOSTERS

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ing their need, or the equal embarrassment of being turned down.

One company in the Midwest has solved the problem by setting up a small loan department for workers. Any employee may borrow up to \$25, and no explanation is required, but only one loan can be made per year. No interest is charged; although no repayment date is set, loans are expected to be repaid within six months.

A worker committee administers the loan fund which was started by management but which has since been sustained by employee contributions.

Probably the biggest advantage to this company's approach to borrowing is that the employees know where they stand, and don't have to feel as if they are asking a favor when they are in a pinch. m/m

SEVEN CHIEF EXECUTIVES TELL

What they are doing to beat the recession

When things get tough, imaginative managers find better solutions to their bigger problems. Here are some of these solutions—actions you can take to put new power in your company's drive to break through the present economic storm.

THIS IS A REPORT of adaptable ideas that seven companies have applied to restore their volume, sales and profits in this recession period. The American Management Association's recent Mobilization Conference in New York was highly publicized. From AMA headquarters on Times Square flowed lengthy press reports of management confidence, as well as the confident words of President Eisenhower, Vice President Nixon and Commerce Secretary Weeks, each of whom played a key role in the program.

But AMA's well-conceived conference contained more than economic pep talks. During two days of idea exchange, the chief executives of leading companies detailed specific methods their firms are using to attack their recession woes. These specifics were largely overlooked in press and TV reports.

For this reason, MM's editors have carefully studied their tape recorded transcripts of the AMA conference sessions and culled out some of the most practical, most adaptable ideas—ideas that will help you to steer the slump stumping plans of your own company. Because some of the presentations overlapped each other, excerpts from the remarks of only seven of the speakers are presented here.



Practical ideas from the AMA Mobilization Conference

PERCY OF BELL & HOWELL • WAMPLER OF CARRIER • GRAY OF WHIRLPOOL
WATSON OF IBM • McCABE OF SCOTT PAPER • CORDINER OF GE • INGER-
SOLL OF BORG-WARNER



CHARLES H. PERCY
President
Bell & Howell Co.

idea: Retroactive pay hikes for management if goals are met.

■ We cannot believe in profits without believing in risks. At Bell & Howell, we've taken the risks. Instead of sticking to our earlier plans for new product development, or slowing up our timetable in order to "wait and see what happens," we decided to gear ourselves for a maximum effort.

NEW PRODUCTS. We had a number of products in research, not scheduled for production until late '58 or early '59. But with enthusiastic cooperation from our engineering group, we introduced all nine new products (one a complete product line) in March—this year instead of next year.

Product development is a creative expense. Our '58 expenditures for R&D will be higher than for '57. We feel that to cut expenses here would affect our sales for the next five years.

PRICE CUTS. We introduced an

electric eye movie camera in July 1957 at a retail price of \$169.95, with just one lens. In March of this year, we brought out four new models of the camera, ranging in price from only \$99.95 to \$159.95. This was a reduction in price of about 33½% across the board. Yet the new line has improved features; the top model has a three-lens turret even though priced \$10 below the earlier single-lens model.

PLANT EXPANSION. We knew we'd have to sell more cameras at these lower prices in order to show a satisfactory profit, so we decided to expand manufacturing facilities. We leased 120,000 square feet of space in a nearby plant—on a more favorable long-term lease than could have been secured a year before.

AUTOMATION. New machines to automate all possible manufacturing operations also come within the

category of creative spending. With these, our spending for capital equipment will represent a 67% increase in 1958 over 1957.

BARGAIN ADVERTISING. Then we faced the problem of selling our additional products to dealers and the public. We increased our spending here, too—tripling advertising and promotion expenditures in the second quarter of 1958. Again, we found this a very good time to buy in the open market: we purchased valuable network television time on four major shows at less than its original cost.

SALES CONTESTS. An intensified selling program includes contests for dealer salesmen. They were invited to join our "Partners in Profits" Contest by writing in 25 words or less the features they emphasized for each sale of a B&H product. Prizes are shares of B&H stock. Our district sales managers receive

points for each dealer salesman entering the contest, plus added points for increased sales. Three top winners earn an all-expense vacation to an Arizona resort. Our traveling sales training program has further stepped up sales with intensive "how to do it" training sessions for dealer salesmen in 17 key cities.

COST CUTTING. To minimize the risks of our expanding manufacturing and sales activities, all divisions have joined in an intense cost reduction program. At a special meeting, managers from foremen on up were given the facts on what we expected to achieve and the risk involved. The program was then explained in a letter sent to the home of each of our 4,000 employees.

The result was enthusiasm and action. In purchasing, for example, our buyers sought help of suppliers in reducing prices. Design and

production engineers worked closer together so that changes were made in the design instead of the production stages. Executives adopted a 60-hour week to make sure that the 40-hour week in the plant could be maintained.

MANAGEMENT INCENTIVE. As an added incentive, management salary increases are being granted in 1958 on a contingent basis, to be paid retroactively at year-end only if employment stability is maintained and sales and earnings are satisfactory.

RESULTS. Our accelerated program has resulted in encouraging gains to date, with sales, earnings and employment up. I've promised our employees, management and share-owners that we'll not retreat in the face of the recession without a hard fight. Often the difference between victory and defeat is whether a foot soldier in the ranks shouts, "We'll lose!" or, "We've got 'em!"

fic things that Carrier has done, is doing or proposes to do to attack the recession:

FORECASTING. Having in mind the over-selling of which we were guilty in 1956, we are determined to do a better forecasting job. Certain of our marketing people have been pulled away to devote themselves exclusively to forecasting.

Our industry's forecasting has not been good in the past. In 1954, for example, all leading manufacturers cooperated on a market estimate of room air conditioner sales. The low forecast for 1957 was 1,450,000 units. The top figure was 6.1 million. How's that for an honest difference of opinion! Incidentally, actual sales in 1957 were just under 1.5 million.

POLITICAL ACTION. Business has for a long time taken too much of a "hands off" attitude with respect to selection of men to run for public office, elections, legislation and, perhaps most important of all, the substitution of administrative procedure for law. Over the years Carrier has sought to encourage its people to take an active working interest in their communities and also in state and national affairs. We now propose to place more emphasis on this, even to the extent of urging political action.

OTHER METHODS. There are a number of other specific things we are doing. A large portion of our advertising money is being spent closer to the point of sale. We are simplifying our product lines, standardizing an increasing number of components, and doing more and more manufacturing as opposed to buying on the outside. Brainstorming sessions are proving very helpful as we seek to cope with today's problems. Every aspect of Carrier's incentive compensation program is being re-examined and new possibilities explored. We hope this will result in greater productivity, lower costs, lower prices, broader markets. On top of everything else, our people will make more money.

I am convinced that this is no time to be "waiting for things to get better." What we have to do is get to work and make them better.



CLOUD WAMPLER
Chairman
Carrier Corp.

idea: Examine products, replace gadgetry with real sales features.

■ Our extensive cost and expense reduction program is good for Carrier for two reasons: it not only gets rid of fat but it also causes the younger members of our organization to learn the hard way that goods have to be sold—you can't just take orders anymore. Probably one of the most important things Carrier is doing now is to put emphasis on management training.

You hear many things that companies are doing to stem the recession. But here are some things I believe must *not* be done:

Don't over-sell. I believe in hard selling, but not in over-selling. It takes wisdom to distinguish between the two.

Don't devote all your engineering and other talents exclusively to

the job of bringing costs down. One thing I fear is that we may use our engineering skills so extensively to meet the necessities of the moment that we will not do a really good job of getting ready for tomorrow and the day after tomorrow.

Don't try to rely on gadgetry any longer to sell wares as a substitute for fine new products. As an example, I know of only two new products of major importance that have been brought out by the air conditioning industry since the end of World War II. And the development work on both of these was started prior to 1940. Maybe we were so busy making hay while the sun shone that we forgot to sow some pretty important crops.

Now, here are a few of the speci-

MOBILIZATION CONFERENCE



ELISHA GRAY II
Chairman
Whirlpool Corp.

idea: Restore production of good products previously discontinued.

■ In the face of a soft market, you can play it safe or you can seize the opportunity and press forward. We chose the latter course. In fact, in our minds, the bold course is the safer one.

If consumers simply have not chosen to buy your product, you can only conclude that it's because the merchandise offered has not been attractive enough. If a customer wants a thing badly enough, he will find a way to buy it.

At Whirlpool, our problem has been to review the basic elements of our merchandising format and see what it takes to make the customer want to buy.

We have done three things: 1) tightened our belts, 2) presented new products and new models to entice the consumer to unlatch the purse strings, and 3) presented our new products in a more sensitively conceived plan to appeal better to the characteristics of the local market.

RE-MERCHANDISING. Whirlpool has re-merchandised, so to speak, the line of goods that we are offering. In some cases this involves changing the merchandise assortment, adding more powerful attractions in certain price brackets

to which our line was not properly represented. Further, we changed the emphasis of our advertising to bring it a little closer to the point of sale.

Whereas our business in the past has been dedicated to mass production of a limited number of models, we are now finding that we can build sales by emphasizing different models in different markets. With automatic washing machines, for example, we have now learned that we can do a better job in Pittsburgh with one model, and in California with a different model.

COST REDUCTION. We have tightened up our ship all along the line. This adjustment process is a difficult one but there are good by-products. We find in our organization it creates new vigor and a certain atmosphere of confidence. If confidence is important now for the buying public, it's twice as important for the internal fiber of your business!

This tightening of the ship has been selective, of course. We feel that it would be sound policy to make some exceptions which are essential for the long range health of the business but which do not necessarily contribute to today's

profits. In this category I particularly have in mind engineering. **NEW PRODUCTS.** Engineering, of course, is particularly important with regard to new products.

Our plan was fairly straightforward. Keystone was to begin manufacturing a product that had been made in years past by another company, but which had gone out of production because of particular business circumstances. The product is the gas refrigerator. We found there are approximately 3.5 million satisfied users of these refrigerators, and we decided that to restore this appliance to the market would be constructive, adding to our general business volume.

We checked our plans with gas utilities around the country, then, with their enthusiastic encouragement, we invested some \$11 million in this program, acquiring added facilities of three quarters of a million feet of floor space for the production work.

Manufacture of this gas refrigerator—a new product for us—is currently employing 725 new people, and we hope that this will become an even larger force.

My company is brushing aside the fluff, and re-examining the ABC's of our business. Very frequently you will find that some of the ordinary things upon which you built your business have somehow gotten lost. I believe it is the ABC's of business that compromise a company's true strength.

We are concerned, of course, as we should be, and we are redoubling our attentions to the fundamentals of our business with vigor and the expectancy of future successes.



THOMAS J. WATSON, JR.
President
IBM Corp.

idea: Force sales managers to report weekly on time they spend in the field.

■ IBM has been planning and acting in several areas since our sales began to slow down last September.

SALES EFFICIENCY. In sales, we are emphasizing more prospecting and trying to eliminate paperwork. Our salesmen are only effective when they are in front of a prospect, and in our company this is only about 180 minutes per day. Anything we do here to improve his time with

✓ A CHECK LIST

10 ways to build business

Here are 10 management actions you can use to build business and profits in the recession period. The 10 points are derived from suggestions made by speakers at AMA's Mobilization Conference. They were compiled in a summary of the program by President Elmer L. Lindseth of Cleveland Electric Illuminating Co.

- ✓ **MAXIMUM VALUE** Have you made sure every product and service has it?
- ✓ **COSTS** Have you looked closely at the cost of every product and service to eliminate waste?
- ✓ **ADVERTISING AND PROMOTION** Have you used it to sell "harder and smarter" and to create new markets?
- ✓ **PRICES** Have you reduced them to build volume or at least hold them firm?
- ✓ **RESEARCH AND ENGINEERING** Have you maintained it or increased it, particularly for new product development?
- ✓ **CAPITAL EXPENDITURES** Have you maintained them, if possible, to replace obsolete plant and equipment?
- ✓ **ORGANIZATION STRUCTURE** Have you kept trying to improve your organization in structure as well as in manpower? Have you considered stock options, bonus plans and other incentives to increase efficiency?
- ✓ **ECONOMIC FACTS** Have you worked to increase employee understanding of the economic facts of life?
- ✓ **PLANNING** Have you used every skill of good management to avoid sacrificing long range goals for short range expediency?
- ✓ **PUBLIC RELATIONS** Have you made an effort to educate the public about the relationship between wages and productivity?

prospects is money in his pocket and ours.

In examining our salesmen's activities, we found they have been bypassing the small prospect and concentrating on "wholesale selling." This pattern, if allowed to continue, could reduce our business to a basis where we were adding almost no new customers. To offset this, a new sales and compensation plan is being put into effect in our largest division. The plan will compensate salesmen more equitably for the efforts necessary to pioneer new accounts.

SALES FUNDAMENTALS. We're going back to the fundamentals of selling that haven't changed in 50 years. Although we're cutting paperwork, every salesman is going to report on a weekly basis, not only for his calls but also demonstrations and proposals, as well as the business closed and the per cent of quota which has been achieved. Field managers are going to keep weekly records on hours spent in the office, hours spent in the field, and, most important, the number of calls made with the younger salesmen.

We started a new program whereby our typewriter service people are encouraged to turn in leads on typewriters that they feel should be replaced. In five months, this simple device provided 13,000 leads and resulted in 1,450 sales.

RESEARCH. We're obviously looking for newer and better products. Costs plague all of us. Since our cost of product has risen substantially over the years, our increased prices and rentals for equipment have removed a significant segment of our potential market. To offset this, our development people are putting a great deal of money and effort into bringing out simpler and less costly machines to increase our number of potential customers.

"SMALL COMPANY ATTITUDE." Big companies may tend to become ponderous, rigid, and indifferent to the little things—complaints from small customers, for example. To offset this, IBM tries to maintain what we call a "small company attitude." We try to get each manager to feel that IBM is his own com-

(Continued on page 67)

ONE OUT OF EVERY FOUR IS STEALING



How to stop employee dishonesty

If you believe your employees are honest, chances are better than 50-50 you're wrong. Your company is probably suffering significant losses right now through employee dishonesty—outright theft of cash and goods plus other methods of deceit. Here's what you can do about it.

"Anybody is capable of stealing," says the fidelity head of one of the country's largest insurance firms, "if he is under sufficient pressure—in terms of real or fancied need—and if he has the opportunity."

Disagree with this unpleasant generality if you wish, but there's no doubt the ranks of dishonest employees are steadily burgeoning. Estimates are that U.S. business and industry will lose at least a billion dollars this year to dishonest employees—from janitors to executive vice presidents. Theft in your company will probably contribute to this loss. In the retail field alone, internal thefts in 1957 were equal to half the total profits.

This year's staggering loss to business and industry will consist primarily of stolen goods and cash. But it will also consist of deceit: workers will pad their overtime and an executive will divert company workers to repair his garage door—in both instances the cost coming out of company profits.

Some experts believe that hidden losses from dishonesty—poor workmanship, unnecessary man-hours, false production figures, covert inefficiency—take a greater toll than outright theft.

Hidden losses

In one large U.S. city, for example, there is a tacit agreement between truck drivers and the shipping departments of nearly a dozen plants that no deliveries are to be made between 11:30 a.m. and 2:30 p.m. This builds up a false need for costly overtime.

Whatever the method, it all adds up to the same thing: serious losses to your company.

The mere fact that you believe this can't happen in your firm may well be a sign that it is already happening—and on a larger scale than you would imagine. It often takes a heavy loss to display a single symptom.

You say that all your employees have been with the company for years and are thoroughly trust-

worthy? Records of insurance companies show these are exactly the people who steal the most. Because they are regarded as trustworthy, they not only have greater opportunity, but greater freedom from suspicion when losses are apparent.

Brass steals too

Norman Jaspan, head of a New York management consulting firm which operates Investigations, Inc., brings out this further disquieting fact:

"Sixty per cent of all thefts are committed by supervisory personnel and I mean men pretty close to the top."

In one upstate New York plant recently, 27 employees were arrested in connection with merchandise thefts. Investigators urged management not to drop the matter there and within two weeks 13 of the firm's executives were also under arrest.

Obviously, says Jaspan, internal control had all but disappeared in

this company. In fact, he contends, any case of employee dishonesty is the direct result of management failure.

"If you're the key man," he warns, "then it's your business to know what's going on, from the porter to the executive vice president."

In the average company, there is a better than average chance that fully half the employees are steal-

ing to a minor degree and 25% are helping themselves to significant amounts of money or goods.

This means that if your company is average, one out of every four of your employees is stealing from you.

He wouldn't rob a bank or pick his neighbor's pocket, and he may not think he's stealing at all. He may believe he has it coming to him, for one personal reason or an-

other. "People," says Jaspan, "can rationalize anything if their need is great enough."

Profile of a thief

The crooks in your company are, to all outward appearances, upstanding citizens. From records of insurance companies and investigative agencies comes this portrait of the average company crook:

He is 35, married and the father of two children. He has been with the company up to 10 years, makes a comfortable living, and is regarded by his neighbors as a virtuous man. If you catch him taking \$200 from the company treasury, he has probably taken 10 times that much. In addition, at least half a dozen other employees will either know about it, be involved or be stealing on their own.

Don't depend on workers reporting thefts of other workers. When one employee sees another stealing, he takes it as a signal to start stealing too. Thievery, like a contagious disease, can spread until either the cause or the company is wiped out.

Unless a thief makes a serious blunder, or good luck on your part reveals the loss, you may not find out about it until it's too late. Jaspan's firm last year uncovered theft losses totaling \$60 million, 90% of it in companies whose management was completely unaware thefts were occurring.

Figures do lie

Biggest single oversight on management's part, which contributes heavily to employee thievery, is its tendency to place too much confidence in figures.

In Pennsylvania, a builder complained to a woodworking firm that a recent shipment was short material for 10 homes. The manufacturer protested that such a shortage was impossible. The goods were produced to order, the employees were all on piece rate and their production earnings corresponded with the units specified in the shipment. Investigation showed that employees were inserting a pencil into a counting meter to increase the count and thus inflate their in-

CONFESS OF AN "HONEST" BUYER

"I have been employed approximately two years as assistant buyer [in a multi-million dollar department store]. I admit that in the course of my employment I took merchandise from the company which I had no right to do.

"I also admit that I took good saleable merchandise and sold it at a very nominal sum, just enough to give a reason to make out a salescheck in order that the goods could be removed without question.

"When I came into the department as assistant buyer and any of the old-timers wanted an item that was not open stock, such as close-outs or slightly chipped, I found out that regardless what the price was, \$30, \$35, or \$10, everything went for 25 cents or 50 cents even though it was worth practically the full price.

"When I was away on my vacation, I came back the following Saturday and found out they were looking for me. It was the first time I realized that I was really dishonest. Before that I rationalized into thinking that I was a big shot in the store and had a right to do what I wanted with the merchandise and the prices."

CONFESS OF A TRUSTED SUPERVISOR

"I have been employed as supervisor in the repair department [of a major mail-order warehouse company] for 21 years, and I admit that I have taken advantage of my position by removing merchandise without permission as well as getting merchandise for myself and friends at exceptionally low prices.

"I also admit that I would take extra merchandise out without permission. I would call the jobbing department and they would make out a cash sale. I would be careful that nobody would see and I would take it out and remove it in my car.

"Some of the items I told the purchasing agent I was taking, and he gave me permission over the phone to take it. If a guard was on duty, I would tell him the agent gave me permission. Other times there was no one on duty and I would just carry it out to my car.

"It is impossible for me to remember the tools and other items which I took and used in building my new house, and all the other goods I have taken over the past several years.

"I would say that I got the advantage of about \$700 or \$800 worth of items per year over the past years. I know it rightfully belonged to the company."

centive earnings. Loss to the company had exceeded \$175,000 over a three-year period.

"Figures," says Jaspan, "are only as good as their source. Operational reports and inventories, regardless of their scope and the equipment used to compile them, provide only a partial basis for management decision and control. Unless you know who prepared the reports, and how, they can be utterly meaningless. Verify their validity."

Ironically, companies whose losses are concealed by falsified records are really losing doubly because they are paying taxes on profits they have never made.

Why people steal

"Honest" employees steal because they think they have to or are entitled to, and because they can. These are inescapably-related factors which operate in direct ratio to each other. As opportunity and temptation increase, so does the worker's ability to rationalize the merits of his need and his "right" to steal from his employer.

If his morale is low, the result of some real or fancied wrong, then the last barrier to theft has been removed. He can blame the company if he is caught.

The majority of dishonest employees frequently do not need the money they steal. For that reason, management generosity in terms of salary and other material benefits is no protection against thievery.

Eight division heads of a large electrical supply firm made off with \$250,000 worth of material over a short period of time, even though it was company policy to pay its executives 30% more than comparable firms in the industry. When apprehended, the executives blamed the company. Top management, they said, never recognized their services, never understood their problems. They regarded their dishonesty as justifiable retaliation.

Moral of this case, says Jaspan, "is that you can't buy loyalty and a loyal employee is an honest employee."

Keep workers honest

Key to employee honesty is a five-fold affair:

1. Know whom you are hiring. Demand detailed history and references for a 10- or even 15-year period preceding. This will eliminate the small percentage of internal thefts committed by criminals who have successfully concealed their past. It will also help spot the unstable person who yields quickest to temptation and need.
2. Eliminate temptation, and check and recheck safeguards against theft. Weaknesses in cash and goods handling procedures can be corrected with the help of the bonding company that writes your theft insurance.
3. Work for employee loyalty. Most important factor here is for management to understand the pressures under which employees work, extend recognition for a job well done, and expect no more of people than they are capable of producing. This is more important than material benefits which often only whet the appetite for more benefits.
4. Don't let morale sag. Make company rules applicable to executives as well as janitors. An employee who sees his supervisor violate a rule will soon begin to violate it himself. However trivial the offense, it will instantly lead to more serious ones. Flagging enforcement of rules can stem from divided loyalties. A supervisory employee, promoted through the ranks, is confronted with the problem of simultaneously pleasing the company and continuing to be liked by his former co-workers. He may not be able to accomplish both and chances are it is the company that will suffer.
5. Know what is going on. If you are the key man, all these foregoing factors are your responsibility. If supervision is effective, employees have few opportunities to steal the company's money or goods, or its time.

m/m

How to stop kickbacks

Kickbacks and gifts to your employees from sellers with whom they deal are a form of thievery because their value will ultimately come out of your company's profits.

Norman Jaspan, head of Investigations Inc., offers this six-point program to put an end to kickbacks.

1. Do not accept the philosophy that gratuities are standard practice. Notify your buyers, in writing, that employees risk dismissal if they accept them.
2. Require purchasing agents and buyers to authorize the company to check into their financial resources whenever necessary.
3. At Christmas time, notify buyers and their vendors in writing that gifts of more than a stated nominal value are forbidden. Require buyers to report all gifts.
4. Listen to complaints from vendors who say they are being ignored by your buyer. Invite competitive bidding.
5. Verify the quality and quantity of goods purchased, and determine why you're doing business with a specific vendor.
6. Make it clear to employees that kickbacks hurt the company. Once they realize this, they will find it harder to rationalize as did the \$14,000-a-year buyer who received \$10,000 in kickbacks annually. Because he bought directly from vendors he knew, he saw no wrong. Vendors, he explained, would otherwise have had to pay their own salesmen a commission.

This Production control method saves customers and profits

Looking for a simple, reliable production scheduling method? This article gives you a tested procedure, along with forms that you can readily adapt to your own needs.

THE PROBLEM: At Litton-Maryland, production complexity brought schedule confusion. Result: missed deliveries, lost business, sagging morale.

THE ANSWER: A low cost scheduling plan is installed. New result: volume up, labor and material costs down, problems flagged instantly.

THE AUTHOR: Robert H. Grieser, Production Manager, Litton Industries, Maryland Division, College Park, Md. Mr. Grieser was instrumental in establishing a methods control system that has received wide recognition.



We have been plagued for years with the problem of keeping promised delivery dates. Like other medium sized companies faced with the problem of failure to deliver on time, we ran into staggering costs in customer relations and employee morale.

Tough nickel-pinching competition and relentless customer demand for delivery seemed only to aggravate the situation. At the root of our problem was a lack of a real method for determining *what* and *when* something could and should be done. We had encountered the same problem—lack of reliable scheduling—at other factories as we searched for a solution. Through lack of method we failed in the economic utilization of our personnel, their skills and the machines they used. Costs skyrocketed because of extended lapsed time required to

produce a complete product. Financial planning was a piece of "conjured-up" arithmetic.

Lack of method and direction and our inability to make any headway at solution were undermining employee morale. Valuable key personnel were becoming complacent. Unless reliable scheduling could be introduced, our "throughput" would fast become "kaput." Customer complaints mounted and with small wonder, for some of the best were being served last.

This threat to our growth finally brought about scheduling.

We had no illusions about the tough assignment of scheduling precision-quality, highly complex automatic control equipment while utilizing a full complement of men and machines, especially in a scientific company as ours engaged in research, development, design and

manufacturing where 35 to 50 different projects are in process at once.

We quickly discovered that the installation of any scheduling system would cost money. But our management recognized that scheduling costs could at least be computed—while the cost of confusion never could.

We then set out to make scheduling a real and reliable organizational function.

Work at Litton-Maryland is now planned and processed by project. From our study and experience, a scheduling pattern was established for each project by coordinating the entire manufacturing sequence and its subordinate operational sequence laid out in an undisturbed part-to-assembly relationship in respect to the availability of men, machines and promised delivery.

This pattern is so mapped that no operation can be started before the subordinate assemblies or parts are complete. All loss factors such as absenteeism, downtime, repairs, material availability problems and other hindrances to scheduling are considered before machines and departments are loaded.

Litton's scheduling method works. It has brought results. The increased volume of output can best be shown in a hard dollars profit. Costs are down because lapsed time has decreased. Shop performance can be readily determined. Rework, salvage and replacement factors show up like a sore thumb; they can now be spotted instantaneously. There has come about a utilization of supervision not previously experienced.

Supervisors can devote time to their real tasks. It has made better managers of our foremen.

We know now what is happening and can take corrective action before serious delays occur. Procrastination has no place here; the schedule commands attention.

Most significant is that we are in a position to make honest promises to the most important people in any business: the customers. Today our through-put is in excellent shape giving us a reputation for industrial integrity.

However, let me point out that good scheduling was achieved only after intensive training by a firm management. Litton-Maryland has stockchasers on its payroll. The foreman is responsible for in-process moving.

Systems in themselves are not noted for controlling anything. People properly coordinated and applied are the essence of Litton's scheduling method, and this can only be accomplished when the entire management structure puts its full weight into system enforcement.

In our early efforts to devise a scheduling system that could be adapted to our complex situation, we became aware of four essential factors that required respect: 1) the time element, 2) the availability of materials, men and machines,

9	6	825988	SHEET OF	Cam	289	PROJ. #	293836	PART NO.
MATERIAL REQUIRED FOR QUANTITY SHOWN. REMARKS, ETC.								
1-1/8 dia. "303" St. St. X 9.5 lin ft.								
					DUE	43	QUANTITY	
					RELEASED	1-5-56	B REVISION	
FINAL INSPECTION, APPROVAL AND COMMENTS					DATE	INSPECTOR	METHODS	BY
							GEP mmmm	E&W
								ECO N.O.'S. 9132 1169
OP. NO.	DEPT.	OPERATIONS FOR			PIECES	TOOLS, ETC.		
10	X252	(A) Drill, bore, C6bore, ream, & turn O. D. (B) Remove burrs & cut off + .010 long. NOTE: Depth of c'bore hold .133 ± .0000 Hold O.D. 1.010 dia. ± .0005				Form cutter ASA 289-011 Arbor ASA 293836-2 Drill Jig ASA 293836-1		
20	X201	(A) Set stop from c'bore (B) Face and remove burrs						
30	I	Inspect						
40	X151	Mill (form cam)						
50	X150	Remove burrs						
60	X300	Drill & Prepare for tapping						
70	X350	Tap #1-64 NC 3						
80	H153	Passivate						
90	I	Inspect STOCK						
RETURN TO STORES DATA:								
Date	No.	Pcs.	By	Actual Quantity Received at Stock				
Date	No.	Pcs.	By	By _____ Pcs. _____				
AICO Form 56C - 5M - 12-53								

1 THE WORK ORDER. This form gives information which indicates the "order of things" required to convert time and materials into a given product. Information on this form is used to produce the two forms shown below.

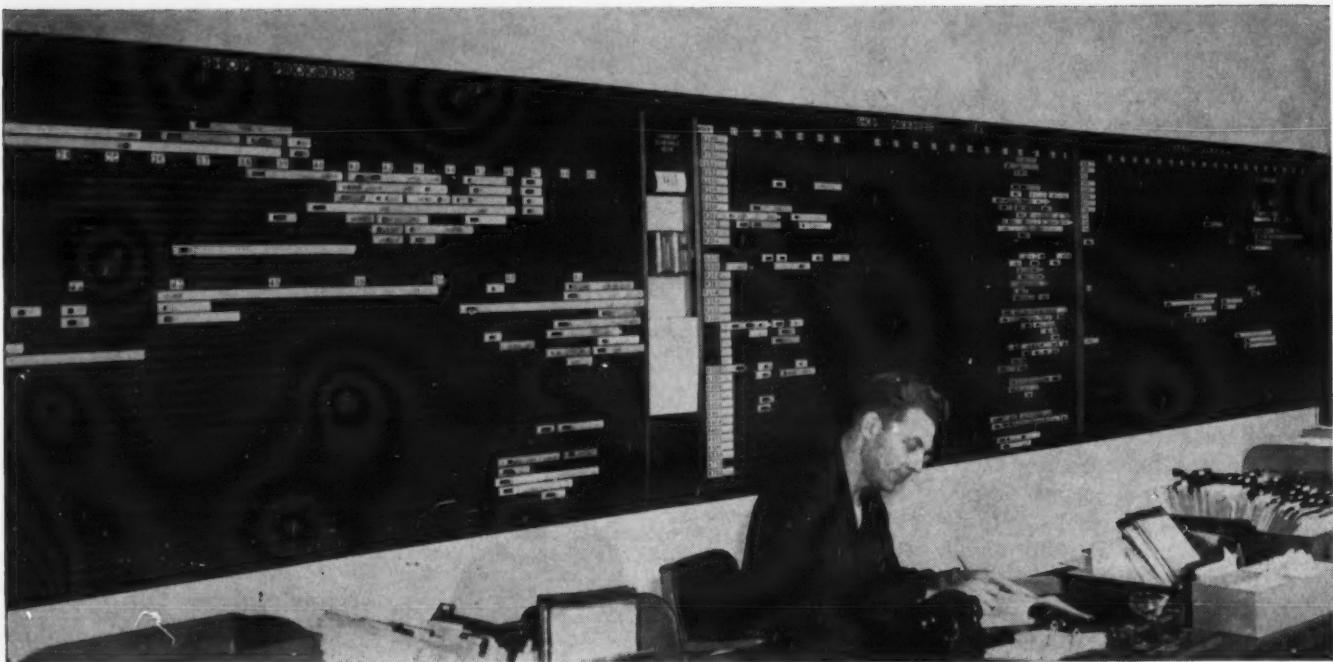
PROJ.	W. O.	MACH.	OPER.	AICONTROL FORM 213A - 35M - 8-54								AICO FORM 213
289	9	X	10	252	5	10	20	25	30	35	40	

2 OPERATIONAL TIME SCALE. This "load tab" is cut off to a length representing the number of hours allowed for the performance of a given manufacturing operation. The slip is then used on the control chart to establish the scheduling pattern.

Project # 289 Part No. 293836 Class X-252 W.O. # 9				
DISPATCH REPORT				
Sequence	Schedule	Allowed Time	Operation Complete	Pieces Forwarded
6	42	10.1	10	180
ROUTE TO PRODUCTION CONTROL				
Unload	DC	Date	1-9-56	
Foreman Bill Culkin				

3

DISPATCH REPORT. When the given manufacturing operation is completed, this form is signed and dated by the foreman. It then goes to Scheduling and Dispatching where the corresponding "load tab" is removed from the control chart.



4

COMPOSITE CONTROL CHART. This chart enables optimum utilization of manufacturing facilities in respect to promised delivery, available machines, and personnel skill. It provides a starting and completing time for all operations required in the manufacture of any given part, sub-assembly or assembly.

3) the all-important detailed relationship of one operation to another, and 4) the paramount relationship of materials, parts, sub-assemblies and assemblies to the final end product.

Fundamentally, manufacturing has two important stages: first, when the design and drafting are accomplished; second, when the plan for manufacture is complete. It is almost impossible to determine an end result without first establishing these patterns for action.

How, why, what, where and when are established and recognized phases of good industrial management. Manufacturing engineers with the aid of methods specialists, planners and tool designers determine *what* part is to be made, *why* it is to be made, *what* amount of material is to be used for the manufacture of a given number of parts, *what* machine or department can best perform the operation, *what* tooling is available, *how* the operation should be performed, and in what period of time.

In project planning and processing at Litton-Maryland every kind of material, every piece-part, every sub-assembly and every subsequent part are established in a sequence

which determines the order of manufacturing or what we call the "manufacturing sequence." This enables the building of the structure that provides the relationship of part to part, part to sub-assembly, sub-assembly to major assembly, and major assembly to final assembly. The categories break down like this:

1. All customer furnished materials and equipment GFM, etc.
2. Outside procurement of tools, jigs, patterns, moulds, etc.
3. All standard purchased parts but not those sub-contracted.
4. All materials, including steel, brass, aluminum, plastics, sleeving, wire, castings, etc.
5. Shop accessories, including jigs, dies, tools, fixtures, special assembly jigs and set-ups, method studies, etc.
6. Litton-made or sub-contracted detail parts.
7. Subsequent parts or assemblies, such as minor sub-assemblies, plated, stenciled, or painted details not completed in Sequence 6.
8. Subsequent parts or assemblies consisting of Sequence 1, 3, 6 and 7 parts.
9. Major assemblies consisting of

parts and sub-assemblies within Sequence 1, 3, 6, 7 and 8.

10. Final or end item assemblies.

Subordinate to the manufacturing sequence is the operational sequence which is the order of things required to produce a given part. Our operational sequence is shown in *Figure 1*. This information is converted by scheduling into two important pieces of paper:

■ First, the Operational Time Scale (*Figure 2*) or "load tab" which is a movable line that represents by its length the number of hours allowed for the performance of a given manufacturing operation. In the example shown, the load tab indicates that 34 hours of work on machine X252 are allowed to perform operation 10 (*see Figure 1*). One such tab is made for each operation.

■ Secondly, the Dispatch Report (*Figure 3*) which corresponds to the load tab, and serves as the system's feedback medium.

By using production bills of materials, arranged in accordance with the manufacturing sequence, all orders for parts or assemblies are co-ordinated in a manner that establishes the scheduling pattern. As in
(Continued on page 70)

Is your product designed to sell?

By Victor Petertil, Partner
Painter, Teague & Petertil, Chicago

No longer does industrial design mean streamlining. As proved by the examples given here, the subtleties of design can be used to create more sales—and cut production costs as well. This article, with its design check list, will help you evaluate your present product design and tell you how to go about making improvements.

FIVE STEPS TO BETTER PRODUCT DESIGN

1. Appoint a design committee, consisting of a suitably empowered management representative to work with the designer, engineers and sales people.
2. Recognize and understand the basic differences between design and engineering responsibilities.
3. Call in the designer at the start of the project.
4. Choose a designer whose practical abilities have been demonstrated.
5. Establish a separate design budget.

Most executives agree that design for design's sake has no place in their product planning. But design for sales' sake is an entirely different matter. Good design is generally thought of today in terms of increased sales and profits. Good design results in four plus values: a product that is 1) pleasing to look at, 2) easy to use, 3) economical to produce, and 4) representative of a positive symbol of the company.

Here are some examples that illustrate these four roads to profits:

1. Looks that sell. A few years ago, The Powers Regulator Co. wanted to enter the home building market with a thermostatic shower control that had long been sold to schools, hotels and hospitals. But company executives agreed the product was too severe and institutional in appearance for home use acceptance. Thus the round face plate and straight control lever were discarded in favor of a rectangular plate and three-segmented knob (*see pictures*). The new prod-

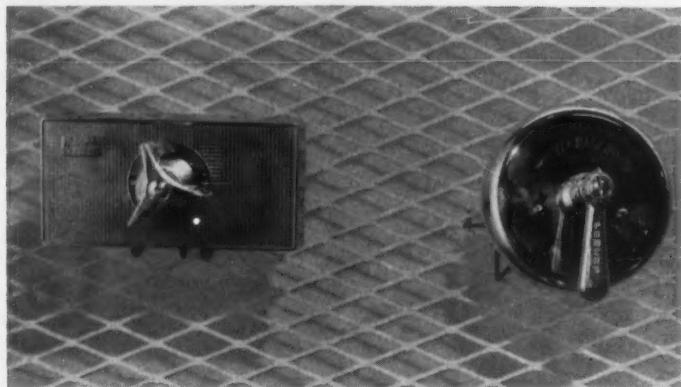
uct became a fit companion for any bathroom decor.

Esthetic appeal is not confined to consumer products. The industry buyer is also wooed by eye-appeal. A maker of fork lift trucks, for instance, stresses the advanced styling of its latest model. Office equipment makers are turning in droves to color. And so it goes.

2. Design for doing. The Regency was the first transistor radio introduced to the public. Because it was small enough to be carried in a coat pocket, the makers asked themselves, "Why not make it operable while in the pocket?" They did this by locating all controls on the top. Many competing manufacturers, who introduced their transistor radios later, overlooked the possibilities of pocket operation.

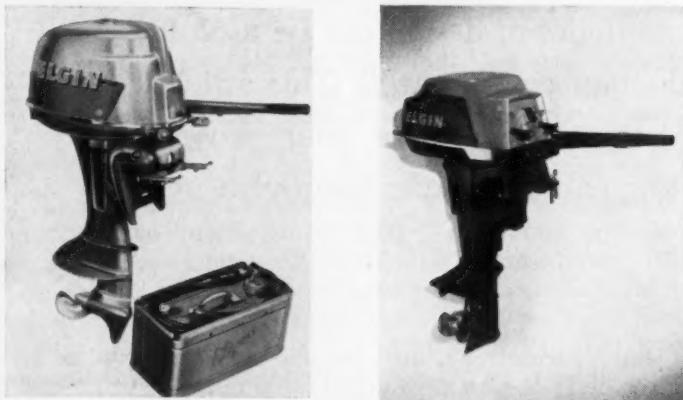
Another example of functional styling is the central control panel on the Elgin outboard motor. Boating enthusiasts know the difficulty of starting an outboard when the controls and adjustments are located in scattered places. On the Elgin,

Is it designed for looks that sell?



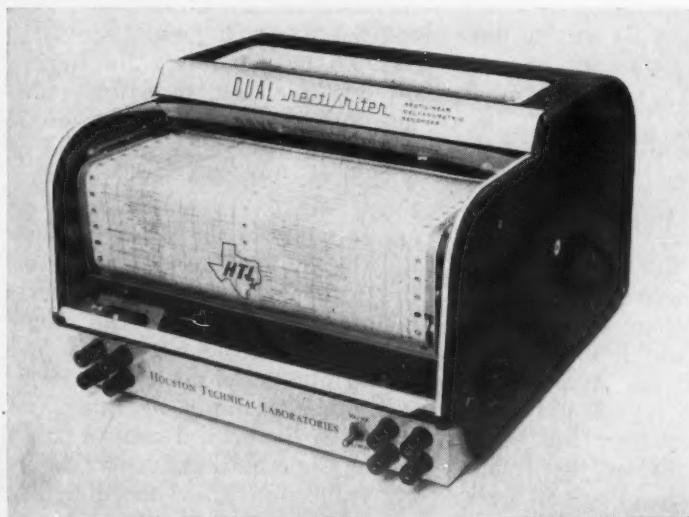
Sold to hotels, schools, etc., Powers Regulator's shower mixer (right) was redesigned for sale to homes (left).

Is it designed for convenience?



Elgin motor had separate controls that were hard to find and use. Now controls are on convenient panel.

Is it designed to build your reputation?



Rectilinear recorder, made by Texas Instruments, is designed to harmonize with lab equipment, avoid box look.

all controls were for the first time located on a single panel at the front of the motor (*see pictures*).

3. Manufacturing economy. Many times while designing a product for appearance and function, a designer can suggest production economies. The Saginaw Furniture Co., for example, adopted a designer's suggestion that it use a flexible plastic top for an expandable table, instead of wood and fabric. The plastic top was simpler to fabricate and made it easier to expand the table.

4. Making your mark. Every product represents the company that makes it. Design can be made to further the reputation of the manufacturer through identification with quality.

Texas Instruments Inc. could have used a conventional wooden or steel box-like housing for its rectilinear recorder. Instead, it assigned a design firm to develop a distinctive housing that would harmonize with laboratory equipment as well as reflect the quality of the product (*see picture*).

Upjohn Co. started a trend when it abandoned the familiar amber-colored vitamin bottle in favor of the crystal-clear apothecary container. The change was made, not just for the sake of distinctiveness, but for identification with the high standards associated with pharmaceutical chemistry. This radical change (*see pictures*) has been copied by a host of manufacturers, and has taken the vitamin bottle out of the medicine chest and put it on the dining table.

How to do it

Design can proceed by chance or by chart. If by chance, then someone decides something is needed and asks a designer to "come up with something." By chart, both manufacturer and designer sit down to analyze all phases of the design problem.

In most cases, the elements of good design can be boiled down to a check list. You can evaluate the design of your products with the check list on page 48. These 12 general points will pin-point weak spots in design.

Let's take a specific example—

the Regency television signal booster, a \$32.50 device for improving TV reception in fringe areas. In its former design, the product did not display quality and, when evaluated against our above-mentioned check list, other weaknesses showed up: high manufacturing costs; a poor response from wholesalers, retailers and customers; an outdated appearance destined to become more so; and the fact that the knobs and dials were unattractive and hard to turn. Further, the color scheme was such that it did not adapt to home decor. It had been the first product of its kind on the market, but competitors had since brought out similar products and the Regency suffered by visual comparison. On our check list, the product rated only fair; the manufacturer, I.D.E.A., Inc., decided a new look was in order.

The change in design is shown in the illustrations. The shape of the housing was made more rectangular, for a lower look. Crisp corners were used to blend the booster with contemporary furniture styling. The former ribbings on the housing were removed in favor of uncluttered sides. A slight "jut" was designed for the front to emphasize the solid feel and break the monotony of plain surfaces.

To make the instrument less conspicuous and yet distinctive, the stamped metal escutcheon was abandoned in favor of a large white selector ring with the numbers on the face of the ring. The ring was made easy to see and easy to turn. The cluttering effect of numbers and guide lines was eliminated.

In its final form, the product harmonized with any television set in any living room. As a result, the product moved from fair to excellent in the ratings on the check list, and sales increased.

It takes three to do it

Good design is not achieved in a vacuum. The industrial designer must receive advice and counsel of engineers who are responsible for the "guts" of the product, and of management, which shapes sales and company policy.

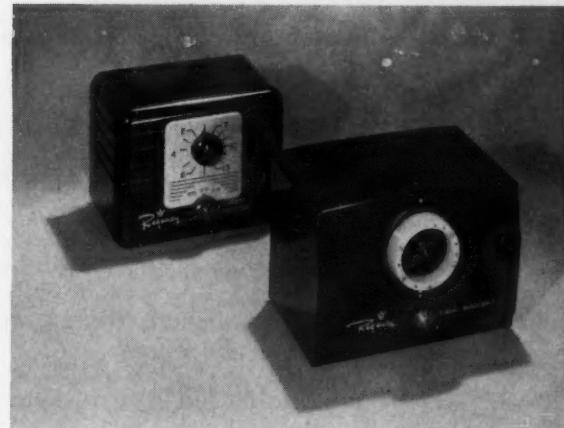
All of which leads to a basic premise of industrial design: the

Is it designed for eye appeal?



Industrial designer upgraded Upjohn Co.'s vitamin package, replaced traditional bottle with appealing apothecary jar.

Is it designed for low production cost?



Regency TV signal booster at left wasn't selling. Redesign of unit increased sales—and lowered production costs.

Is it designed for company identity?



LeTourneau-Westinghouse asked designer to give this machine appearance of company identity and operator convenience.

GOOD DESIGN: DOES YOUR PRODUCT HAVE IT?

Here are 12 points to help you determine whether your product has good design. Remember, though, that these are simply guides, and cannot give you a complete answer. The best possible design analysis must be done with the aid of a professional industrial designer.

For a quick check of your product, answer "yes" or "no":

	YES	NO
1. Does the product's present design reflect quality?	—	—
2. Is the present design economical to manufacture?	—	—
3. Is the design well accepted by wholesalers, retailers, salesmen, and customers?	—	—
4. Is the design in tune with current design trends?	—	—
5. Does the design have a comparatively long life?	—	—
6. Are the details of the product well designed?	—	—
7. Does the design contribute to the product's usefulness and convenience?	—	—
8. Are the materials used practical for product's end use?	—	—
9. Is the color right for use and environment?	—	—
10. Is the size right for best use?	—	—
11. Is the weight right for best use?	—	—
12. Does the design stand up well with competition?	—	—
TOTAL		

Scoring: Give your product one point for each "yes" answer. Then rate it against the following table:

11-12 points—Good design.

9-10 points—Fair, but "no" answers indicate weak spots which should be corrected.

Below 9 points—Poor design, which is shaving your profits through lost sales and possibly high manufacturing costs.

persons involved must understand who does what.

The engineer is responsible for making the product work satisfactorily and practically for the company's particular method of production.

The designer is responsible for creating sales appeal within production limits.

Management must take the responsibility for relating the product to the company's sales picture, and for coordinating the work of engineer and designer.

These activities must be performed concurrently, not one at a time. It makes little sense for the designer to develop a product that doesn't conform to a company's manufacturing process, or for the engineer to produce a mechanism that does not meet saleable design concepts.

Ideally, industrial design denotes and reflects the entire management concept of a company.

For instance, until LeTourneau-Westinghouse made industrial design a management affair, its various models looked as though they had come from several different manufacturers. Under its new design policy, top management as well as the engineers considers each existing and new product from a standpoint of family resemblance.

This approach generally typifies the modern management concept of viewing a company's many activities as an interrelated whole. At one time, engineering and manufacturing departments each went their separate ways. The result was often a product that was hard to make, harder to sell.

Five step approach

To achieve integrated action in product design, there are five basic steps to take.

1. Appoint a design committee. This should actually be a task force, with each member assigned to a definite task under a coordinator, a management man who makes it unnecessary for either the designer or engineer to go over the other's head. He also serves to keep the designer and the engineer fully aware of the company's goal.

In some cases, it is advisable to include representatives from sales and production on this task force. However, management should seek cooperation, not compromise. Compromise implies a lowering of standards, a watering-down. Cooperation, on the other hand, requires mutually-arrived-at means to achieve the desired end.

2. Don't expect engineers to be designers. Theoretically, the industrial design profession shouldn't exist. It's basically an offshoot of engineering which arose because engineers are not trained in esthetics, nor do they have the time to be designers. Their primary interest is in turning out a workable product at lowest cost.

3. Call in the designer early. Too often the designer is the last person called in on a project. The product may have been thoroughly engineered, thoroughly tested, and possibly even scheduled for production. At this point, someone pipes up:

"Now that we know it will work, let's call in a designer."

Almost inevitably, many design suggestions will not be adaptable to the product as it exists. This may mean re-work, delayed schedules, and crash programs.



ABOUT THE AUTHOR

Victor Petertil (right) is a partner in the Chicago industrial design firm of Painter, Teague & Petertil. He is shown here with David Painter (left) and James Teague (center) looking over some products they have designed since 1950. Among clients served by the firm are LeTourneau-Westinghouse Co., Minnesota Mining & Manufacturing Co., The Powers Regulator Co., Robertshaw-Fulton Controls Co., Texas Instruments Inc., Upjohn Co., and West Bend Aluminum Co.

PRODUCT DESIGN AND SEX

"By and large, all your planning and all our visual interpretation is aimed toward one simple objective—an urge to create a company product that will, as nearly as possible, sell itself to the consumer. The problem becomes complicated when each one of us tries to determine what the consumer wants to buy."

"Yet with all the variable opinions we create between each other, we cannot escape the fact that we are trying to establish an exciting, emotional reaction to our product in the consumer's mind—one that, believe it or not, is directly related to sex in its visual provocation form."

"Take the pretty girls out of advertising and look what's left! What's left is our problem."

Designer Raymond Spilman, speaking before the Sales Executive Club, Atlanta.

Management may at times attempt to justify this tardiness by saying:

"We didn't want to invest in design right off because we weren't sure this product would pan out. Design is something to consider when we know we're going into the market with the product."

This type of thinking ignores the fact that good design plays an important role in determining the success of a pilot product. Competent designers can often suggest limited production techniques to turn out a finished product without exorbitant short-run cost.

Call in the designer when his suggestions are workable without extra engineering effort. This is when the project is first conceived, not when it is ready for production.

4. Use a practical designer. From time to time we will run into a management man who complains, "You design boys draw pretty pictures and then expect our engineers to make them work."

This may have been true in the 1930's, when industrial design was just becoming popular and when many scenic designers and commercial artists billed themselves as industrial designers.

Today, the industrial designer knows methods and materials, and his designs are practical. As a matter of fact, the designer who is not practical is putting his head in a noose, because his deficiency is nearly always spotted by the en-

gineer and pointed out to management.

5. Establish a separate design budget. This avoids arguments. With a special design budget, no department feels its own funds are being unfairly used. This budget should be under management control.

Do it yourself?

The question of outside design firm vs. staff designer often comes up when costs and budgets are discussed. There are arguments on both sides, and the solution depends entirely on the company situation.

A staff designer is a good solution if there's enough company work to keep a designer busy, if a good designer can be hired and if he can work on a level with the chief engineer but remain independent of him and objective in his suggestions.

On the other side of the fence, the outside design consultant brings a fresh viewpoint and a variety of experience to bear on a problem. Because he is an outsider, he maintains his independent viewpoint.

If these suggestions are followed, management can go far to reduce or eliminate the problems that may accompany a design project. The end result will be a better product, achieved at a lower cost, in less time, and with greater sales results for the company.

m/m

THIS TASK METHOD TELLS YOU

How much to spend

This scientific approach to budget-setting guides your answer to a prime question: What investment in sales and advertising will produce optimum profits now and healthy growth later. With sound judgment, this task method approach can be used by any company.

By **Eugene B. Mapel**, Vice President, Barrington Associates, New York

How much money should we spend on marketing? Are we spending too much now—or not enough?

With sales costs spiraling up, these questions have become critical, particularly for firms suffering from depression sales anemia.

There is, however, a scientific way to determine optimum marketing investment—a method that steers you to a bigger profit now and insures your company's future

health. It is called the task method. There's no trick to applying it other than sound judgment. All kinds of companies have used this approach; they find it can start a fresh wave of sales activity.

This new surge of sales power is needed most of all today by concerns whose competitive position has slipped. A surprising number of companies have been unknowingly in this category. Some have awakened to their loss, and realize they face the critical task of halting further decline and starting back up the competitive ladder.

Take the case of the midwestern manufacturing firm that for the past 10 years thought it held a 25% share of its market. Through these years, it maintained a fairly steady level of sales and a steady ratio of selling expense to sales. But recently, through market research, the company discovered that its participation in the market had dropped to 15%. While management took little notice, the market had grown, new concerns had entered the field, and

old competitors had substantially stepped up their direct selling and advertising efforts.

Whether or not your company is stuck in such a competitive quicksand, now is the time to take a new look at your marketing investments. The task method to be described here will give you a positive way to handle the evaluation and planning.

The task method focuses on seven basic steps. The more care you put into this seven-step process, the more successful your marketing program will be. Here are the steps:

1. Blueprint the over-all aims, ambitions and policies of your company; these form the foundation on which to build the marketing plan.

2. Pin down your specific sales objectives, sales problems and sales plans.

3. Gather research data on markets, on competition, on the economic outlook.

4. Use the information obtained in the above steps in conjunction with answers to such questions as:



ABOUT
THE
AUTHOR

Eugene B. Mapel, vice president of Barrington Associates, New York, has been connected with this management consulting firm for six years. His previous consulting experience includes five years with the Methods Engineering Council, Pittsburgh.

for selling

What sales volume is necessary to provide optimum utilization of plant capacity? At various volume levels, and with consideration to manufacturing costs and administrative expense, how much money would be available for selling and advertising?

5. Hammer out your marketing program and budget. This demands that selling objectives for each product or market be defined; that sales and advertising objectives are properly coordinated; and that the proper image of the company and its products be systematically developed over a period of time.

6. Coordinate the advertising program with the over-all sales plan.

7. Now, coordinate the final marketing plan with the general corporate planning, financing and operating structure.

To effectively carry out this procedure, help should be sought from every individual who is in a position to give it. And the analysis should include a long look *back* as well as a long look *forward*. Finally, it should be specific as to *what* is to be done, *when* it is to be done, *who* is to do it, and the *costs* involved. Regarding costs, a well-conceived marketing budget includes an adequate amount for research, aimed at providing information on results of previous efforts as well as data on markets to be cultivated.

Above all, the program should be put in *writing*. A well written program means that more careful analysis will precede the final draft, the long range point of view will receive more careful consideration,

Profit planning method of determining marketing investments

Several estimates enter into profit planning, as follows—

1. Estimate of plant capacity in dollars at current prices.
2. Estimate of net worth of the business currently, and what it likely would be at capacity operations. (Total capacity utilized may be used in lieu of net worth if desired.)
3. An estimate of what would be a good rate of return on net worth or invested capital based on comparison with other concerns and on consideration of company advantages and disadvantages.
4. Estimate of gross profit in per cent of sales currently and at near-capacity operations.
5. An estimate of administrative expense that would likely exist at near-capacity operations.

The procedure would then be to—

- Step 1** Estimate gross profit in dollars at practical capacity operating level.
- Step 2** Deduct profit goal before taxes based on return that should be expected on net worth or capital utilized at capacity operations.
- Step 3** Deduct from the remainder the estimated general administrative expenses. This will indicate the amount that could be invested for selling expense in all its forms, including advertising, when operations are at practical capacity.

Exhibit 1

"The business with natural advantages should not be satisfied

and pertinent alternatives will be given more careful consideration.

Simply doing what has been done or what others are doing in your industry may lead to unhappy results. Evidence of this is in the case cited previously of the firm whose participation in the market dropped without management being aware of it. This company's mistake was that it failed to keep up with the over-all industry progression in terms of selling effort. The obvious corrective step in this case was for the company to increase its expenditures in keeping with total industry selling effort—not just continuing to allot the same percentage of sales as in the past.

To establish a sound marketing expenditure or investment program, ask and answer these questions: What proportion of the industry volume do we want? Are we willing to put forth at least the same proportion of the total industry selling effort to get it?

In general terms, the over-all task of management is to utilize the working capital and productive facilities of the company in such a manner that the desired profits will result. Obviously, productive activities must be efficient and prices must be realistic; then, however, the job is squarely up to the sales and advertising functions to secure enough business to keep the plants operating at a rate that will produce the desired profits. This cannot always be done in the face of adverse economic conditions, but effort to do it—and budgeting to do it—will result in better profit performance than gearing selling expenditures to a rate of operations substantially below plant capacity.

Planning the profit

While profit is the basic incentive of the entire capitalist system, precise *profit planning* is a relatively new skill not well understood in all businesses and not used enough in marketing planning.

The first question to be answered in connection with profit planning is: What is or would be a satisfactory profit when operations are at

or near practical capacity? In short, what is the profit goal? The answer to this question varies from industry to industry and from company to company in the same industry.

Data from published sources are usually available on profits of other concerns in ratio to net worth or capital employed. In considering such data, attention must be paid to the factors in the situation that are not directly comparable. The case of two concerns in the same industry illustrates this point:

The most profitable unit in an industry was located in a low labor rate area, had extremely modern plants and equipment, manufactured most of its principal component parts, and was operating "around the clock." The other company was in a high labor rate area, had old multi-story plants, and bought many of its major component part. Hence, if the latter company set up as its profit goal the same percentage on net worth or sales as its most successful competitor, it would be unrealistic, and would likely lead to setting up a selling expense budget that would be too low.

On the other hand, the business with natural or acquired advantages should not be satisfied with earnings at or near the levels of less fortunate competitors.

Whether a given concern has natural advantages or disadvantages, its optimum profit will result 1) when its facilities are utilized at a high rate, 2) when the production is in items that are individually profitable, and 3) when its costs of selling are in line with profit goals.

The method described in Exhibit 1 is being successfully used in bringing profit goals and selling expense budgets into good balance. It can be applied to any company or company division.

A case in point

An example of this profit planning at work will help to demonstrate how it operates:

A company with capacity to readily produce \$30 million of volume was actually selling \$20 million. Gross profit was 35% and op-

erating profit before taxes was 5%. Administrative expense was 7%, and sales expense, 23%. Current net worth was \$10 million; profit before taxes was 10% of net worth.

Other concerns in the industry operating at near capacity were earning approximately 20% on their net worth.

Development of a break-even chart showed that at a volume of \$30 million, gross profit should be 40%. The profit objective was set at 20% of net worth, before taxes. Net worth was estimated to be \$12 million if sales of \$30 million were to be taken care of. Hence, the profit goal was set at \$2.4 million in lieu of present profit of \$1 million. The problem is: How much can be spent for attaining these sales and profit goals? The table in Exhibit 2 shows the present and new situation in regard to all the important factors; the new situation is based on the procedural steps previously outlined.

From Exhibit 2 it is seen that here is a company which in its projected new situation could invest in its selling and advertising activities almost one-third of the projected additional \$10 million in sales volume and achieve its required operating profit if sales could thereby be increased 50%. The investment in selling and advertising would be increased 72% in developing a 50% increase in volume.

Whether a given company should invest as much as indicated by the method suggested would depend on four considerations—

- How fast the company wishes to attain its objectives.
- The company's financial position.
- The portion of total market already being secured. Obviously a company securing a high portion will find it more difficult to increase its volume than a smaller factor in the industry.
- Industry and market conditions.

A company whose situation compares closely with the picture presented in Exhibit 2 found itself with plant capacity fully utilized in 1948, due to the pent-up de-

with earnings . . . of less fortunate competitors."

mand for goods. The operating profit was much higher than indicated in the previous example because selling and advertising expenses were held down during the sellers' market period. When sales volume fell off because the sales effort was not adequate to maintain it, the question became: How much should be spent to regain this volume?

Another manufacturer using this approach found that the maximum amount indicated for selling was obviously too low. He had the choice of lowering his profit goal, lowering manufacturing costs or raising prices. He did all three things because it was obvious volume alone was not the answer to his problem. Nor may efforts to increase volume up to capacity be practical in industries that are fading from the business scene. A manufacturer of buggies would be foolish to try to reverse the industry trend; he should obviously seek new products.

Assuming that a company has, or is likely to have, unused productive capacity and the necessary financial resources to do so, the over-all marketing expense budget should be built up to the indicated point as rapidly as the money can be efficiently spent. Obviously the expenditures for different facets of the selling program should be in good balance. Possibly the increase in sales could come from the present products, new products, or both. There would be little point in spending an excessive amount of money for advertising or promotion if the sales organization needed to cash in on the advertising was unavailable. On the other hand, it would be just as illogical to expand the selling organization without bringing the advertising and promotion budget into proper balance with the personal selling investments.

In actual practice where this process has indicated very substantially increased selling budgets for companies not able to undertake them, movement from present to indicated budgets has been planned over a period of several

Comparison of present situation and planned goal

	Present Situation	% Sales	New Situation	% Sales
Net sales	\$20,000	100.0	\$30,000	100.0
Cost of goods	<u>13,000</u>	<u>65.0</u>	<u>18,000</u>	<u>60.0</u>
Gross profit	\$ 7,000	35.0	\$12,000	40.0
Operating profit goal	1,000	5.0	2,400	8.0
Remainder available for administrative plus selling expense	6,000	30.0	9,600	32.0
Less administrative expense	<u>1,400</u>	<u>7.0</u>	<u>1,680*</u>	<u>5.6</u>
Available for selling	\$ 4,600	23.0	\$ 7,920	26.4

*Administrative expense increased 20% by analysis and estimates of individual expense items.

Exhibit 2

years. For instance, if the indicated optimum budget is 60% more than the current budget, an increase in next year's budget of 20% over the current budget might be made, and a similar increase in the two following years.

The advertising budget

Just as the task method for developing the advertising budget must take into account market potentials in terms of numbers and types of customers, so must the direct selling budget be developed. For example, a manufacturer selling through industrial distributors, under a selective distribution policy, determined that he should have distributors in 100 principal trading areas. He estimated the average amount of time that his salesmen should spend in calling on each distributor, checking his stock, helping to train his salesmen, and doing other parts of the job of selling to the distributor. He also estimated time for missionary work in com-

pany with the distributor salesmen in selling for the distributor. Rather simple arithmetic indicated through this process how many salesmen were needed, and this, multiplied by the average cost per man for compensation and travel expenses, indicated the field selling expense budget.

The home office sales supervisory and sales service situation was then inspected, and its needs with respect to personnel and other costs determined. These two items, when coupled with the advertising budget developed through the task method, indicated the over-all desirable budget. When compared against the over-all selling expense budget that the company could stand, the indicated expenses were 10% higher. Analysis was then made to determine where reductions could be made with the least harm to the program, first looking at home office overhead, and then at the direct selling and advertising budget. The net result was a budget

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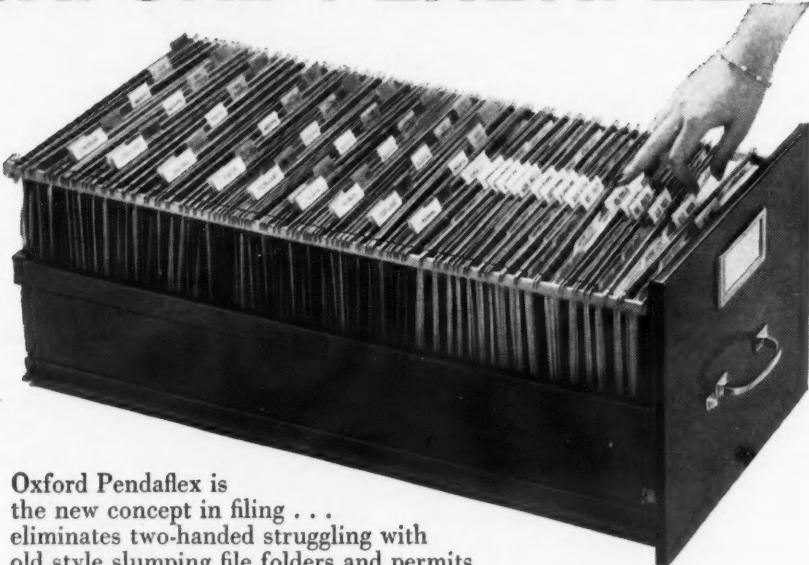
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very much higher than previous budgets, but still within the company's financial ability to absorb, and in proper balance with direct and mass selling.

The important point in this case was that each facet of the over-all selling expense budget was developed independently, and in each case with the *task method* as a basis. Then the over-all program was geared to the company's financial ability and with proper balance between each segment of the overall budget.

This method of determining the practical limits of the over-all marketing budget tends to keep uppermost the profit goal of the company and to show the necessity of putting forth the required selling effort to attain it.

Budgets for new products

The same principles outlined for determining the over-all selling expense budget in the light of a sales goal pointed toward full utilization of plant capacity, can also be applied to the problem of evaluating a selling expense budget for new products. The process involves the following steps:

1. Estimate the gross profit percentage on sales when the product is being produced in near-optimum volume. This simply means determining gross profit at the volume that reasonably could be anticipated after the product has become well established.

2. Deduct from the gross profit the desired operating profit in percent of sales.

3. Deduct from the remainder an amount for administrative expense comparable with administrative expense when total volume is near capacity.

The balance will be the minimum amount that ought to be spent to get the product established. During the introductory stage it is not uncommon practice to spend for selling in all its forms three to four times as much in ratio to near-term anticipated sales as is spent for the regular product line. To spend less may invite failure.

The amount to spend for advertising a new product will be clearly indicated if the task approach is used. Unfortunately, many advertising managers hesitate to propose a realistic budget because they

have found from experience that approval will not be forthcoming. As one advertising manager put it, "We spend approximately 3% of anticipated sales for advertising. If our sales forecast includes sales of new products, I am not allowed an extra budget for such products beyond the usual percentage applied to the estimated volume on them.

Unfortunately, this same reasoning is used in connection with sales manpower in many cases. It is reasoned that because the company already has entree to the market with its present product lines, a new product for the same market can be sold without increasing the selling expense budget. This is because in many companies cost accounting for sales has not reached the point where it is usual practice to isolate and allocate selling costs according to products. Time devoted to introducing new products and keeping them sold obviously reduces the amount of time that can be devoted to old products if they are kept in the line.

Rule of thumb

In the industrial field a safe rule of thumb to use as a general guide is to divide the sales goal for the new products by the average sales per man of the present product line. This will indicate the number of new men needed to supply adequate selling pressure to the new products. Failure to follow this rule is the reason why continuous addition of new products does not result, in many cases, in corresponding over-all increases in sales. In short, the man-days budgeted and the money budgeted for the expanded line are not adequate.

Though there is no precise answer that fits all businesses or all occasions as to the exact money a company should invest in its marketing task, there is, in the long experience of those companies that have operated most profitably, a record of experience which can provide a useful guide to more effective market programming. And, while it will not tell any management exactly what to spend on this all-important function in the future, it can help to provide a far more accurate answer than has been available to many marketing managers when asked: Are you spending enough on marketing? m/m



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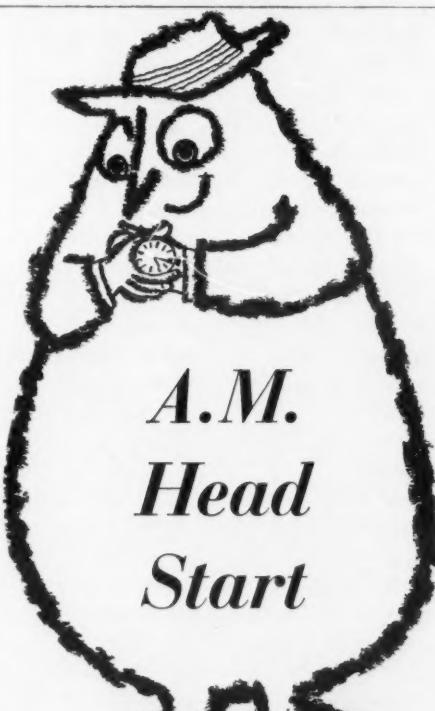
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How to make a good speech

with minimum effort



Here are a few shortcuts and simple techniques used by the experts. These guides will make your next speech easier for you, and easier on your audience as well.

By Robert H. Lewis



Robert H. Lewis, director of public relations of Natural Gas Pipeline Co. of America, Chicago, is equally at ease before a service club or an annual convention.

Too many executives, he believes, rely upon their position or other unrelated accomplishments to "carry them" as public speakers. He contends this won't work beyond the captive audience.

You probably do not have the time or desire to become a "professional" public speaker. But you would probably like to do a "better-than-average" job on those few occasions when you are standing on the speaker's platform. There are some shortcuts and a few tricks that can help you do it—with minimum effort.

This "minimum effort" requires a new approach to listening to other speakers—especially those you know in advance to be good.

But first, think back to the last speech you heard, good or bad. Multiply, roughly, the number of people in the audience by the number of minutes used by and for the speaker. Then estimate the average hourly salary of those present and compute the cost of his words. If you believe time is money, this mental arithmetic should reveal your responsibility to exert at least a minimum effort the next time you are called upon to speak.

While listening to a good speaker, listen as a critic. Note his acknowledgment of the introduction. Does he have an easy manner which enables him to accept praise or flattery graciously? This is his first impression upon his listeners. Does he address the chair, recognize dignitaries at the speaker's table, and, of course, the audience? Rightly or wrongly, listeners interpret this practice as the mark of a professional. So that's Minimum Effort #1.

His first sentence is his attempt to "hook" the interest of the au-

dience. Be it a question, a dramatic shocker, or a quotation, is it a sharp enough hook to assure interest beyond the one minute that normal curiosity and courtesy prevail? If he's a professional, it's one of the two sentences in his speech he has memorized (Minimum Effort #2).

Before this good speaker is far along, you'll know where he's going. If the presentation is non-technical, he will never read his remarks. Leaning on a crutch creates a limping performance more often than it cures one. He probably will refer to no more than a three by five card with a bare outline typed in caps. But if he uses statistics he will refer to his notes even if he knows them; it lends believability.

If he's presenting a technical paper, you'll recognize his exercising of the adage, "First you tell 'em you're gonna tell 'em; then you tell 'em; then you tell 'em you told 'em." In this case, he'll probably be referring to a manuscript that is triple-spaced and in all capital letters so he can read easily and still maintain occasional eye contact with *individuals* at the speaker's table, in the third row, and in the rear of the room (Minimum Effort #3). Several of his key sentences will be underlined so he will be reminded to remember proper voice inflection.

Also early in an expert's speech, you will recognize organization of facts. Listeners assume that an orderly presentation reflects an orderly mind. The amateur can best achieve such orderliness by pre-

senting his major points in a "one, two, three" or "A, B, C" fashion (Minimum Effort #4).

This stimulates natural gestures with the fingers and hands. Thus, one of the professional's strong points—his meaningful gestures—can be emulated with no effort.

A similar trick is the "planting" of phrases or sentences that encourage automatic voice inflection (Minimum Effort #5). No one enjoys listening to a monotone. Peaks and valleys of the voice keep listeners awake and increase the odds they'll be interested in what you're saying.

Never offer an apology for your efforts, no matter how humble you may feel they are. If you don't apologize, your listeners may not notice your weaknesses. Or, as one wag put it, "Never apologize; your friends don't need it and your enemies won't believe you anyway."

It becomes increasingly apparent that *some* preparation for a speech is essential, even for the amateur. Advance assistance by the program chairman should include information about the known circumstances which can help the "once-in-a-whiler" look like a pro. Will a microphone be used? Is it desirable to have copies of your speech available for the press? How much time are you expected to use? (Adhere to your schedule and you

have at least the gratitude of the chairman and the audience. Violate it by talking too long and you risk losing all.)

There are a few basic rules about speaking which should appear quite logical to the once-in-a-while speaker, although some are violated surprisingly often. One is to *build word-pictures by using plenty of "for examples"* (Minimum Effort #6). A bit of casual reading of collections of anecdotes, similes, quotations, etc. will provide a mental stockpile of flexible tools. And don't worry about everyone in your audience having "heard it before." It's amazing to professionals how many times they can tell the same story to new audiences and still get laughs from all but the few who hear too many speeches. A few basic stories in one's tool kit can be adapted to fit the audiences—be they salesmen, school teachers, or statesmen.

This brings up a point at which many amateurs are flustered. Too many try to be funny with a joke that is told only for the sake of a laugh. Humorous stories can fall flat, and many an amateur has been stunned beyond composure by the silence that sometimes tells him it wasn't really so funny. *Stories should be used only to illustrate a point* (Minimum Effort #7). Then if a laugh doesn't follow, no harm

is done, and chances are there is silent internal appreciation of the clever way the point was driven home. Obviously, the "I-get-a-laugh-every-time" speaker will appropriately ignore this advice.

"Butterflies" in the stomach are not restricted to once-in-a-whilers. The pro's have them, too. Don't expect to lose them. Actors, fighters, and public speakers simply learn to control them or live with them.

As with every effort, there must be a goal. The once-in-a-whiler must adopt one rule of the pro if he is to be certain of having a conclusion with snap. That rule is: memorize your conclusion (Minimum Effort #8). That ensures a clean finish—no rambling and stammering as you search for any weak finish, such as "Thank you," which will let you sit down.

You may be giving an inspirational pitch in times of adversity. An appropriate conclusion might be a quotation, "The world cares little about the storms we'll encounter. But will we bring in the ship?" Then sit down. This lends itself to meaningful applause. You can make it easier for the audience to applaud. If you would be a better-than-average-once-in-a-whiler, review quickly the eight Minimum-Effort aids.

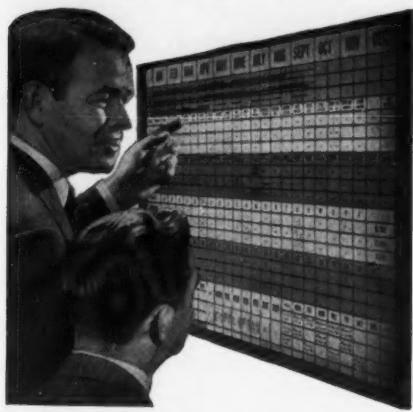
If you want your ship to come in, *you first must launch it.* m/m



THE EXECUTIVE SPEAKER'S RULES OF TONGUE

- » Never apologize. Let them find you out.
- » Be a ham, yes, but have meat in your speech, too.
- » Plant phrases that necessitate gestures and plant phrases that stimulate voice modulation.
- » Look at individuals in the audience and speak up—unless you're embarrassed by your lack of preparation and its inevitable consequences.
- » Use plenty of illustrations and periods. Your listeners aren't much smarter than you.
- » Don't thank an audience—unless they suffered politely.
- » Leave 'em laughing or leave 'em fighting mad—but leave 'em promptly and cleanly. When you've said your say, stop.

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Thought starters

PROCEDURES

Rotary file saves space, boosts employee morale

Morale of file clerks and general office efficiency have been boosted in the collection department of the New York Telephone Co. in Brooklyn by the adoption of rotary files. The office, which has an active filing system holding more than 150,000 three-by-five cards, formerly used a filing tub, some 25 feet long, which kept a staff of file clerks on their feet in an uncomfortable position most of the working day. Fatigue among clerks was a big factor in the decision to change, the company reports, and so was the need to save on office space.

The firm purchased two electric Roto-files, a product of the Mosler Safe Co., reducing the file space almost 50% and eliminating worker fatigue. File clerks now work sitting down. The revolving file, which consists of 24 independently-operated drums, is activated by finger pressure on a lever. Each drum rotates in either direction, holds up to 6,800 cards. The entire file can be locked at night.

For more details, circle number 625 on the Reader Service Card.

COPYING EQUIPMENT

Unit makes fast copies of microfilm records

A manual-mechanical printer for reproducing card-mounted microfilm frames in less than a minute has been developed by the Filmsort Co. Named Uniprinter, it makes negative or positive copies of microfilm images, either by dry heat or ammonia vapor developing methods. Copies are made on 35mm Filmsort Duplicards that are premounted on any type of file or record card, from standard three- by five-inch to IBM or Remington Rand tabulating cards.

The printer is adaptable, the company states, to duplicating microfilmed engineering drawings, research library data, personnel, accounting, credit, production and other microfilmed records. It is especially useful in reproducing drawings and data when master microfilm files must be kept intact. Inexpensive Duplicards can be discarded after use, thus reducing re-filing and other handling expenses.

Copies are processed dry, ready for immediate use. Uniprinter operates in ordinary room lighting, using standard sun lamps for the



Before and after—new rotary files save space, time and fatigue.

exposure light source. An automatic reset timer controls exposure. No special packs or wiring are required. About the size of a typewriter, the machine weighs 19 pounds.

For further data, circle number 630 on The Reader Service Card.

SAFETY

Dust is still considered major accident hazard

Dust is one of the most important causes of industrial accidents. It is blamed as the culprit, along with other harmful substances, in one out of every 10 work accidents that result in death or total disability, says the National Safety Council.

Average cost of such injuries is almost \$14,000 each in wage compensation alone—not to mention human suffering and decreased production.

Good housekeeping, of course, is one solution to the dust problem. Periodic cleanings under competent supervision will keep dust from collecting. Electrically grounding machinery will minimize danger of dust explosions—which are a hazard not to be overlooked.

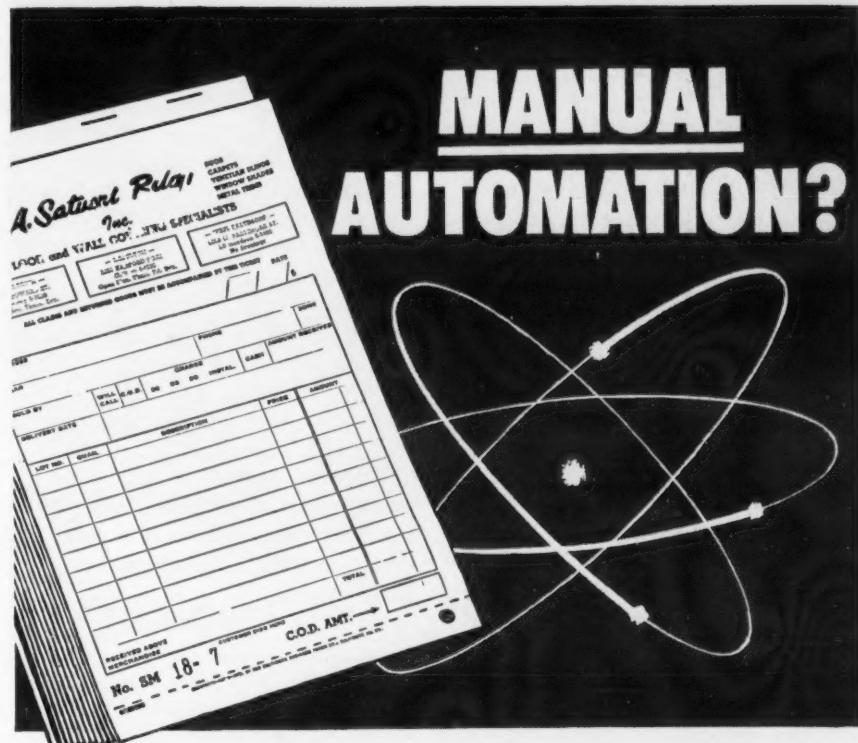
Other tips from the National Safety Council:

1. Isolate dust-producing operations.
2. Substitute dust-free methods and materials where possible.
3. Wet dust at its source.
4. Provide respiratory protective devices for workers until area is adequately ventilated.
5. Provide periodic physical exams, including chest x-rays, to workers often exposed to dust.
6. Install local exhaust systems to control dust at its source.
7. Position air-moving equipment, such as fans, to minimize dust dispersion.
8. In designing a new plant or process, check dust problems and take steps to eliminate dust sources before they occur.

PROMOTION

Checklist for promotion tie-in events

"Special Days, Weeks and Months" is a publication now available from the U. S. Chamber of



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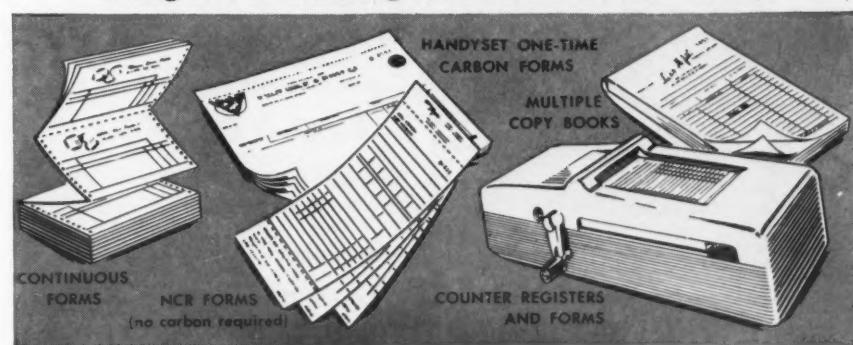
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(Circle number 103 for more information)

Commerce. It lists chronologically 350 legal holidays, religious observances and business promotion events.

The piece also includes a calendar with large date blocks to facilitate advance planning for special events promotion.

The booklet, priced at 50¢, can be ordered from the U. S. Chamber of Commerce, 1615 H St., N.W., Washington 6, D.C.

ADMINISTRATION

Tape recorded "magazines" could save your time

Management men may soon be able to keep themselves informed on developments in the business world by listening instead of read-

ing, an activity to which they now devote up to a fourth of their time.

Since 1952, physicians have been spared the necessity of spending hours wading through professional periodicals for the news they need by subscribing to a "magazine" known as Audio Digest, supplied by a subsidiary of the California Medical Association.

Actually a half-hour tape recording, Audio Digest contains salient condensations of all the important material sifted from some 600 medical publications.

Doctors, now subscribing to the service by the hundreds, receive the tapes weekly at a cost of about \$100 a year, well worth it considering the time saved.

With the development of portable

and even pocket-size tape recorders, these physicians can catch up on the news of the profession while lunching in bed, while traveling, or almost anywhere.

The idea is regarded by some as readily applicable to the business world, or any other field where time is scarce and a man must read to keep informed. One California firm is working on such a tape service for attorneys and several books have been transferred to tape, primarily as aids to the blind. Haverford College issues a science course on tape.

EMPLOYEE MORALE

Hot weather cooler fits pocket, purse

If you are ever cut off from air conditioning during sizzling summer weather, you can carry your own cooling system with you. A device called Tiny Temp, no bigger than a woman's compact, lowers bloodstream temperature effectively and refreshingly when applied to the back of the neck or hidden in the beltline. It produces the same effect as such time-tested hot weather remedies as ice packs, cold towels and immersing the wrists in cold water.

The gadget consists of a round plastic case containing three tiny deep cold "charges." After use the device is recharged by placing it in a refrigerator or deep freeze.

For more data, circle number 623 on the Reader Service Card.

Here's the efficient way to reimburse your salesmen under the Traveletter System



8:31 A.M. Friday — Salesman completes his expense report



8:45 A.M. — Salesman cashes Travelorder for week's expenses and returns expense report to home office



8:48 A.M. — He's off to make his sales calls

(Circle number 142 for more information)

The *Traveletter* System for reimbursing travelers is that simple. Each week the holder of a *Traveletter* authorization writes a Travelorder [draft] for his actual expenses — not to exceed his authorized limit. He may cash his Travelorder through his normal channels, or when he travels, at any hotel or motel. He then returns his expense report to the home office in the manner prescribed by his company.

Thus the traveler is immediately reimbursed in cash and the home office is relieved of the necessity of making cash advances, writing expense checks and rushing approval of expense reports.

The *Traveletter* System is used by companies employing from 1 to 1500 travelers, including United Aircraft Corporation, American Cyanamid Co., Western Electric Co. and many others.

1. Substantially increases the control of travelers expenses
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PURCHASING

Complete catalogs of office equipment

Finding the right office equipment to meet specific needs can often be a purchasing agent's knottiest problem. In recognition of this, Business Files Institute has issued a permanently bound, indexed and cross-indexed catalog. It lists virtually every known brand and type of office equipment and accessory, including manufacturer's brochures with specifications and case histories.

The 1958 catalog series, now being bound, is expected to run somewhere between three and six vol-

umes. It will provide fingertip reference on office equipment, procedures and applications, making it possible to find the most advantageous and economical equipment for specific needs.

For more data, circle number 622 on the Reader Service Card.

New rental-purchase plan for microfilm equipment

Diebold Inc., of Norwalk, Conn., manufacturers of Flofilm microfilm equipment for offices, says its cameras and viewers can now be rented with the rent applicable toward the purchase price if the renter decides later to buy. The company's portable camera rents for \$35 a month, with a companion portable viewer for \$8. Minimum rental period is three months. If the rental agreement is converted into a purchase plan, all rental payments are credited toward the purchase price.

For more details, circle number 627 on the Reader Service Card.

NEW PRODUCTS

Typewriter is wired for sound

DeJur Amsco Corp., distributors of the Stenorette dictating machine, is also marketing the new DeJur Triumph "wired for sound" electric typewriter and together they make an efficient office team.

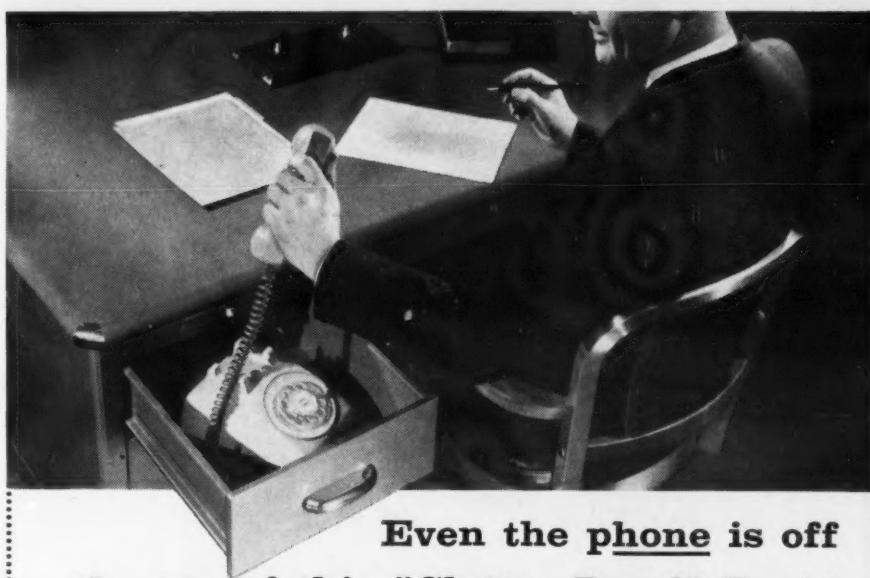
Both machines are German-made. The Stenorette, a compact, highly-versatile tape recorder, can



Recorder, typewriter make office team.

be "plugged in" to the Triumph typewriter to give the typist keyboard control of the recorder when transcribing. Used with other typewriters, the Stenorette can be operated by its own push-button controls, by a bar attachable to typewriters, or by foot pedal.

For more details, circle number 624 on the Reader Service Card.



Even the phone is off the top of this "Clutter-Proof" Desk!

This new "clutter-proof" desk is a marvel of working convenience. Fully 75% of the things that get in the way of work on other desks have a specific place inside this Shaw-Walker desk.

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THE MAN

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Senior Partner*

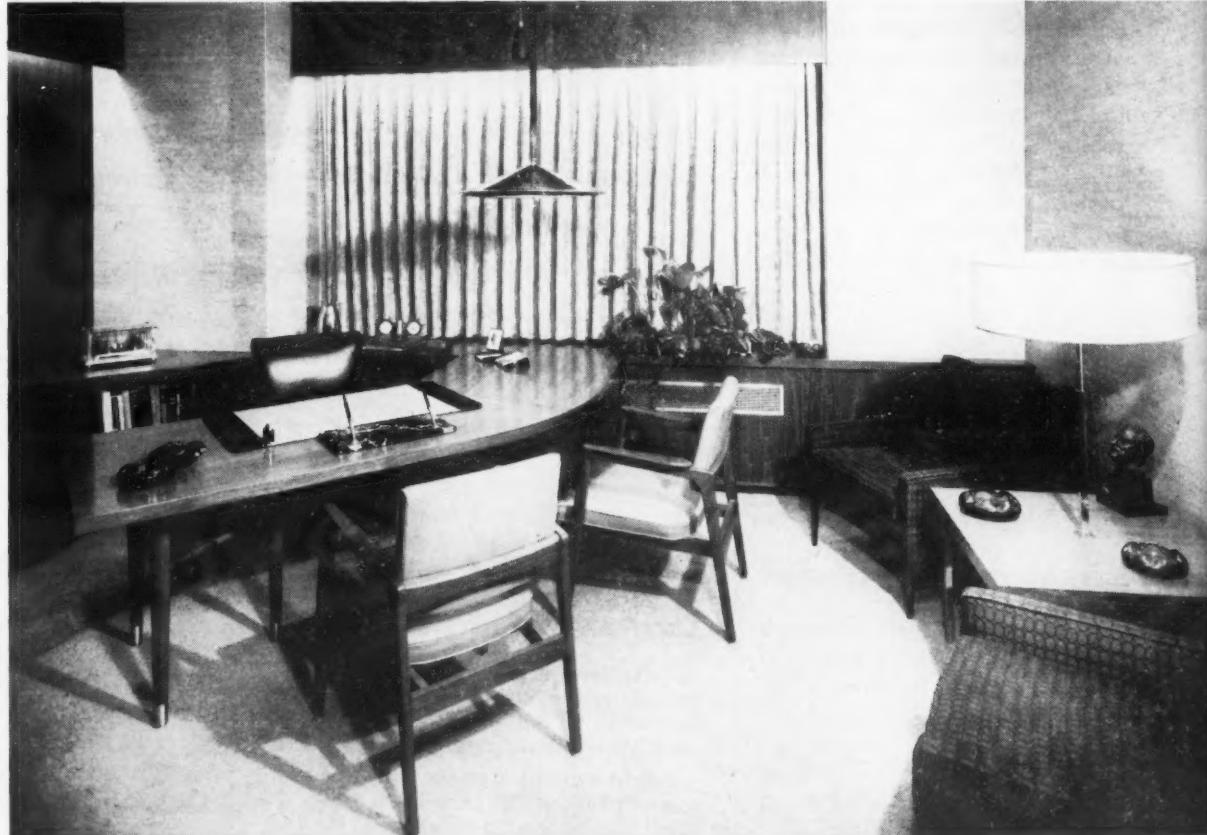
THE COMPANY

*Arvey, Hodes & Mantynband
Attorneys at Law*

THE DESIGNER

*Rol Johnson, Designer-Consultant
Office Suites, Inc.
Chicago*

Jacob M. Arvey is a busy man: a noted Chicago attorney with investment and banking interests in Florida who serves as national committeeman from Illinois for the Democratic Party. Despite his diverse activities, he decided against a large suite for his Chicago office, instead asked Designer Rol Johnson to create efficiency and convenience in a simple, compact office. The result is a workplace with subdued living room appeal that serves as a real executive time saver.



time

Because of closed cabinets and files strategically placed under and behind the desk, Lawyer Arvey can work in an atmosphere of orderliness ("I've always wanted a desk with nothing on it"), yet with the convenience of having his files and other working papers within instant reach. The curved desk itself serves as a conference table for up to six people, eliminating the need to move to another area or location when a meeting is called.

Because Mr. Arvey is a heavy user of the tele-

- ◀ Out-of-view files are strategically placed behind the desk. Concealed elsewhere are a refrigerator and a portable kitchen, color TV and hi-fi, and wash basin.

The space saving efficiency of the boss' office is repeated in this small office of his secretary and receptionist. Matching furniture, color and styling are used.



"Swept wing" desk in Lawyer Arvey's office doubles as conference table, eliminating need to move to separate conference room.

phone, one phone is concealed behind the desk, another placed beside a stretch-out contour chair where he relaxes during lengthy conversations. Concealed controls raise or lower the chair. "Every executive should have one to periodically relieve office tensions," says Mr. Arvey.

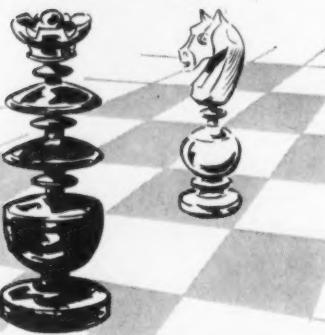
Concealed elsewhere in this small office are a refrigerator and portable kitchen, air conditioning unit, color television, AM-FM tuner, and a sliding-door coat closet with wash basin.

Desk, cabinets and wall paneling are of walnut; the executive chair, by Taylor Chair Co., is of matching walnut and black leather. Pull-up chairs for conferences are of walnut and tangerine leather by Stanley Manufacturing Co.

The carpet is grey, wallpaper of imported Japanese grass cloth in silver-grey with brown flecks, and the ceiling is off-white. Draperies are in grey beige tweed by Konwiser. The two sofa chairs in front of the desk are designed by Arch Gordon, fabric by Harrington in black and brown-grey.

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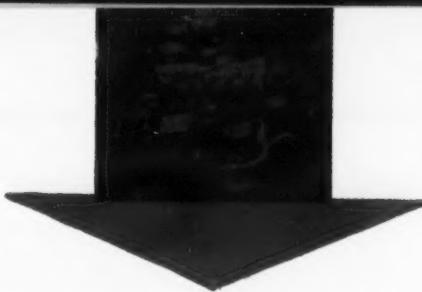
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(Circle number 106 for more information)



Business electronics

Keyboards built to customer needs

Keyboards designed to meet specific customer needs in any size and key arrangement are being manufactured by Concord Control, Inc., makers of numerical control for metalworking and process machinery.

New model keyboards, from portable hand-sized to desk-top units, are tailored to customer specifications in numbers of digits and keys for ideal use in specialized programs. Cost of the custom keyboards is no higher than standard models. Keys can be provided in any number and arrangement. If operating conditions change, keys can be re-arranged, replaced or disconnected.

For more data, circle number 605 on the Reader Service Card.

Electronic device transmits handwriting

A dramatic new electronic device that can transmit handwriting, as fast as it is written, from one point to another over a telephone wire, has been developed by Autron Engineering, Inc. The machine will be marketed under the name "Stenotron," by the Kellogg Switchboard and Supply Co., a subsidiary of International Telephone and Telegraph.

Stenotron permits instant transmission of hand-drawn maps, drawings, numerals and even rapid handwriting, with a precision accuracy of a thirty-second of an inch in maps and drawings.

The electronic writer is not limited to telephone lines but can also transmit writing over

FM radio frequencies to planes or autos.

In operation, a message is transmitted simply by writing with a ballpoint pen on paper that feeds continuously through the machine. As the transmitter pen is operated, a "slave" ballpoint pen at the receiving station writes exactly the same message, simultaneously. Carbon copies can be produced at both ends of the line.

For more data, circle number 604 on the Reader Service Card.

Data processor claims 100% production boost

A desk-top data processing machine for use with tabulating equipment and systems, and computers, has been unveiled by Taller and Cooper Inc., a division of American Electronics Inc.

Its manufacturer claims the machine can cut tabulating card files by 50% and increase productivity by 100% without trained personnel.

Named the Taller and Cooper Data Processor, the device accepts fixed data from tabulating or edge-punched cards and variable data through a simple keyboard. The two data inputs are automatically combined and punched out on tape which can be fed directly into a computer, or to a tape-to-card converter for use in tabulating systems.

By combining fixed and variable data inputs, the machine eliminates fully half the number of punched cards ordinarily required. Fixed data cards may be re-used indefinitely, thus decreasing the consumption of

cards, storage requirements and access time.

The device consists of two units, an input console and a tape punch, which can be located at widely separated points to handle data from remote reporting sources. Handwritten reports are eliminated and so are costly key-punch and verification operations.

For more data, simply circle number 617 on the Reader Service Card.

All-transistor computer unveiled by Philco

The Transac S-1000, a large-scale all-transistor computer, has been developed by Philco Corp. which says the unit can be housed in one-fifth the space required for a vacuum tube computer.

Designed for scientific and industrial organizations to solve complex mathematical problems and formulas, the Transac S-1000 incorporates a number of special features.

Containing some 10,000 transistors, the computer requires no more power than a household toaster, and in the 30 seconds normally required to brown a piece of toast it can perform more than five million additions or subtractions. Philco says the machine has retained its accuracy in continuous operating tests of more than 60 million transistor hours.

In addition to eliminating tube replacement problems, the transistor circuit also does away with the need for air conditioning to carry off heat dissipated by vacuum tubes.

Transac's speed of operation—180,000 subtractions and additions per second—is made possible by its 4,096-word magnetic core memory, a unit contained in a box less than a foot square. It retains 45,000 characters of information, can recall them from memory storage in 12 millionths of a second. Mounted on casters, the computer is highly mobile and can be moved quickly from one area to another.

For more data, circle number 606 on the Reader Service Card.



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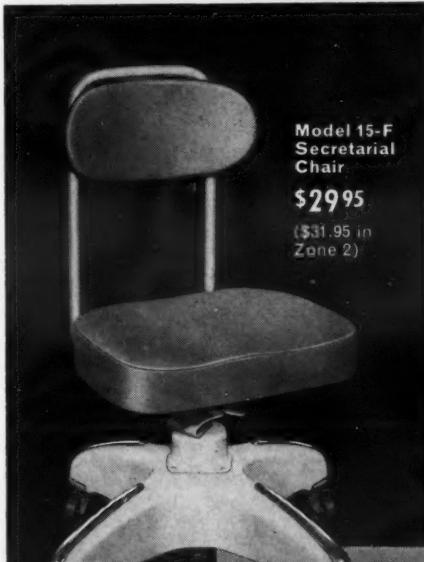
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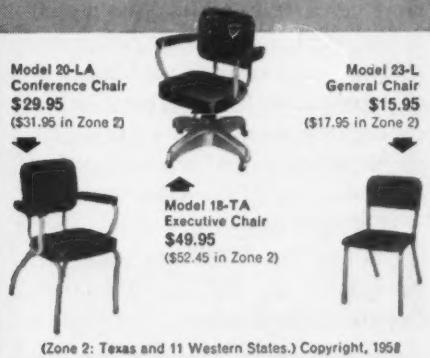


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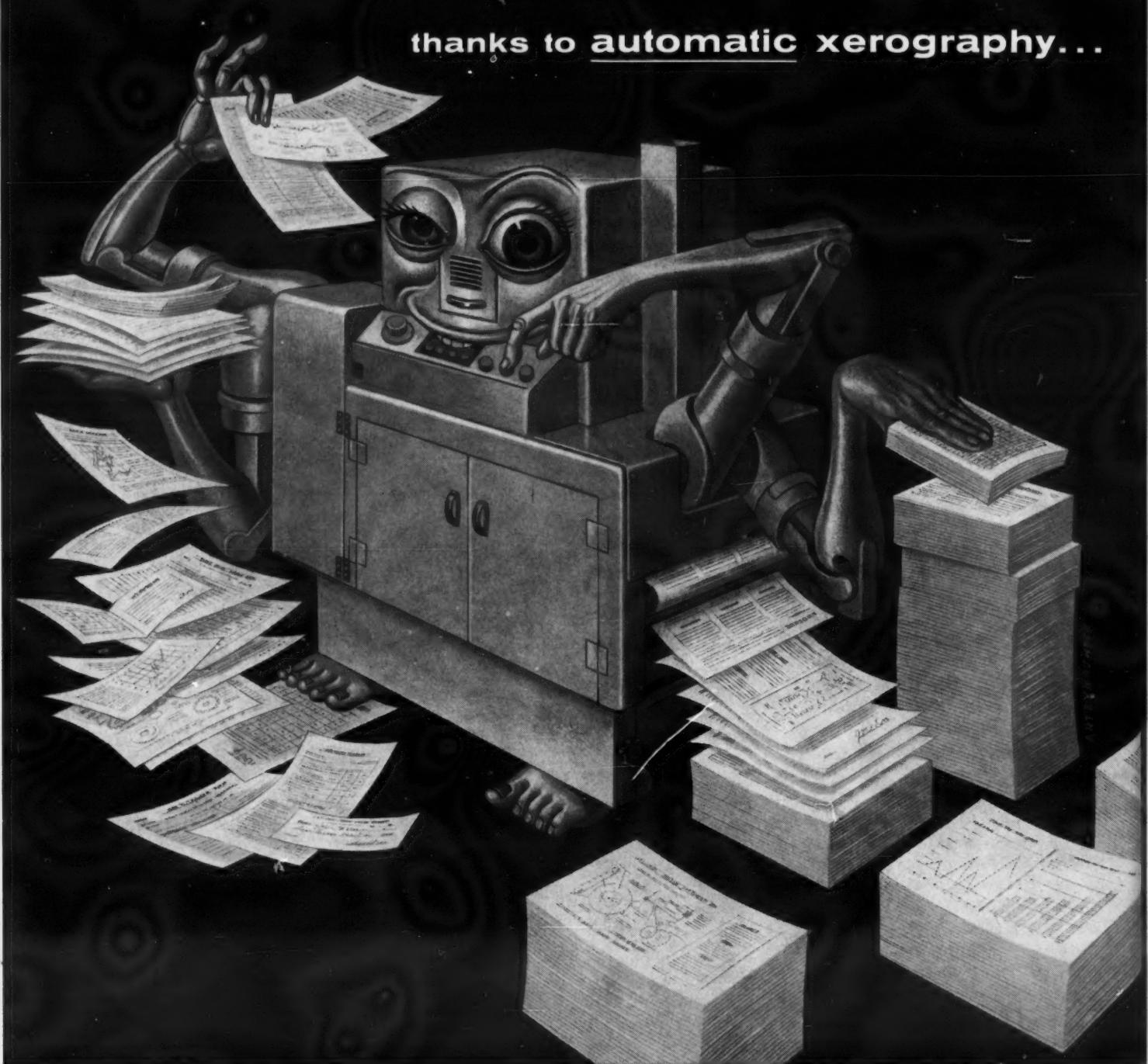
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(Circle number 122 for more information)

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(Circle number 120 for more information)

Beat the recession (Continued from page 38)

pany, that he has a real stake in the total success of the corporation, and that, as the company grows, so will he.

To further this attitude we have a stock option plan for 50 of our top people and we have just announced an employee stock purchase plan.

This "small company attitude" helps us put emphasis on some of



THOMAS B. McCABE
President
Scott Paper Co.

idea: Management meetings with distributors to attack mutual problems.

■ Scott Paper Co. has taken these steps to offset the economic storm: a re-budgeting of the second half of this year, a cost reduction program, stepped-up promotional and marketing activities, and a tightening-up of inefficiencies. In short, we have reconditioned ourselves for the job ahead.

EMPLOYEE MEETINGS. Because such programs need full support, we staged meetings for all employees in each plant around the country. We reviewed the entire situation, the reasons for adjustment, and the opportunities ahead. Following these meetings, we initiated an internal promotion campaign built around the theme, "Build Sell into Every Product." Our objective has been to underscore the need for increased efficiency and improved product quality.

MARKETING. We have increased advertising, marketing research and promotional activities across the board. We are modernizing our distribution program. We have developed a truly "consumer oriented" policy covering the basic elements of pricing, shipping practices, promotional cooperation and advertising.

SALES TRAINING. We are now in the process of developing—not salesmen as such but marketing men—men who understand and employ all the factors of the marketing mix. If a salesman in the

little things that can save money. For example, we've cut down mail and message deliveries within our offices and plants. Wherever we have private telephone lines, it is now mandatory that they be used and waited for when they are busy, instead of using a public line.

We have learned to concentrate on more effective day-to-day direction and tighter controls.

field is to be really effective, he must be provided with more basic information about the inter-relationships of all the activities of his company: the factors which motivate people and win consumer acceptance; the basic facts concerning markets, products and advertising; the cost of packaging; the cost of style and product changes; the cost of inventories, and of time spent idly gossiping with competitors in buyer's waiting rooms. A good salesman must understand all of these things if we are to give better values and increase consumer acceptance.

DISTRIBUTORS' SEMINARS. One of the greatest pitfalls in selling is the inability, on your own, to understand the other fellow's problem. It is for this reason that Scott conducts a schedule of seminars for distributors—give-and-take conferences at which we discuss each other's problems and our mutual problems. This schedule of seminars has now been stepped up. During each of them we and our distributors are able to help each other solve the problems of present-day distribution and marketing.

RESULTS. Evidence that these efforts produce results is found in the fact that Scott sales for the first quarter of this year were the highest for any quarter in our history.

How Dallas combats recession

Companies can do wonders on their own to offset the recession, but the benefits from a community-wide campaign can be equally as great. Proof of this was relayed to the AMA Mobilization Conference by Conference Chairman J. Erik Jonsson, president of Texas Instruments, Inc. He reported on the results of a unique promotion that enables the city of Dallas to beat the recession.

Jonsson directed the "positive thinking" campaign as chairman of the Dallas Committee for Prosperity, created by the city's Chamber of Commerce out of the idea Department Store Owner Richard Baker had used in mid-recession to pull his own business out of the slump. "Texans!" he challenged in newspaper advertising, "Think Up and We'll Go Up. Think Prosperity and We'll Have Prosperity."

The committee used Baker's slogan, affixing it to stamps for business mail, signs for window and store displays, engravings for letterheads and invoices, postage meter blurbs, and to some 600 billboards throughout Dallas. The slogan was amplified slightly and paraphrased in radio and TV announcements too. A fact sheet on the true status of Dallas' economy (employment figures, record-high bank savings, production and sales data, building programs, growing consumer needs) was mailed to newspaper and magazine editors, and to radio and TV stations, all of which used it frequently.

The campaign yielded these results:

- Department store sales jumped 28% over 1957.
- Auto sales climbed 50% over the highest level reached during the "You Auto Buy Now" promotion.
- A furniture store reports sales on a par with last year. "No recession here," said management.

(Continued on page 69)

Cutting costs is our business



**Credit card customers
buy more each time they stop**

Another example of low-cost Addressograph Automation

Over 70 million Addressograph credit cards are stepping up sales for oil companies, retailers, hotels, restaurants and others serving the public.

Addressograph credit card customers are more loyal customers—they buy more often—and buy more items.

Thin, plastic Addressograph credit cards are easy to carry and serve all identification purposes. They build business, save time, provide more accurate

records because they are self-writing.

Addressograph cost-cutting methods can be applied to repetitive writing in every department of a business—on payroll, shipping, inventory, production, mailing, shareholder and many other types of records. Call the nearby Addressograph office, or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio—Simplified Business Methods.

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SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS
(Circle number 149 for more information)



RALPH J. CORDINER
Chairman
General Electric Co.

idea: New credit terms for customers
in line with problems of the times.

■ General Electric is engaged in a 10-part action program designed specifically to accelerate the business upturn.

1. Vigorous effort to eliminate every element of waste that adds to cost of producing and marketing goods.

2. A broad program of orderly planning by GE managers to try to minimize unemployment and keep production as steady as sales and forecasts permit.

3. Disciplined carrying out of necessary inventory adjustments in as rapid, orderly manner as possible.

4. Unabated continuation of research and development so that new products, new industries and new jobs of the 1960's will not be delayed. GE's research and development expenditures for 1958 again will amount to well over 6% of sales.

5. Continuation of our long-established program of recruiting, developing, and training scientists, engineers, business and liberal arts graduates.

6. Continuation on schedule of our \$500 million capital investment program. About 80% of this year's expenditures will likely be for new

machinery, to improve and expand present facilities.

7. Offering of unusual values to customers in order to build business volume back to the normal level. GE's prices have remained about level in recent months despite automatic wage increases.

8. A program offering new credit terms that recognize the problems of the times. The program includes an "Unemployment Protection Plan" to help customers through periods of unemployment, due to sickness or layoff, and a "Skip Payment Plan" to encourage customers to buy now by deferring the first monthly installment for 90 days.

9. Operation Upturn, an aggressive, six-month program to wrap up and intensify all the activities outlined above. It is not a cost cutting program; it is a program to bring to our customers the kind of improved service and improved values that will make it worth their while to buy now.

10. A concerted effort to help the public understand the facts about this limited recession and what is required to bring about the recovery.

and 20% above and below the forecast, thus covering a 40% spread. The effects of theoretical 5% and 10% price reductions on the profit margins also are calculated. Such a technique, if conscientiously followed, draws attention to unnecessary overhead costs, particularly when reduction in sales volume shows shrinking profit margins.

Cost reduction committees have been functioning in many of our divisions for years, but many more divisions have in the past few months learned the wisdom of such committees. As a guide to these committees, our central office personnel service department not long ago distributed a cost reduction manual and checklist of proven cost reduction ideas. This same department provides a cost reduction training program for supervisors in our various divisions.

ECONOMICS FOR WORKERS. For years many of our divisional presidents have been writing letters to their employees about business conditions in their industries. The letters point out the effect of excessive wage increases on production costs, and attempt to do a job of economic education not only with the employee himself but with his family. Recently we decided we wanted to make more of an impact on employees than had been accomplished in part by these letters. To do so, we have made use of a color sound motion picture entitled, "Everybody Knows," released by the Chamber of Commerce of the United States to industry in general. All of our divisions are showing this film in their own plants and communities. We understand that this picture, using everyday language in an attempt to correct common misunderstandings about wages, prices, productivity and profits, is being enthusiastically received not only by management but by the employees as well.

PLANNING. In all divisions, new emphasis is being given to long range planning. We believe there was never a better time to carefully plan for the expansion which is sure to come in the future. At our central office and at our divisions, regular periodic meetings of top management are taking place to lay out long range plans for new products and markets, improve production processes, etc.

m/m



ROBERT S. INGERSOLL
President
Borg-Warner Corp.

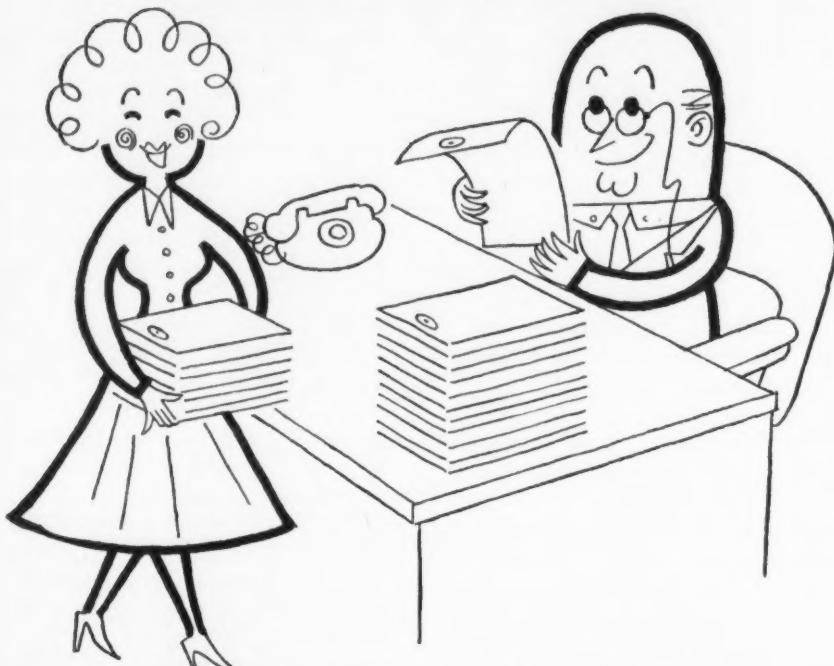
idea: Theoretical forecasting to
spotlight unnecessary overhead.

■ Borg-Warner is continuing to pursue the basic policies we have found to be sound in good times and bad. But now we are doing more. Here are some examples:

COST REDUCTION. Each year we conduct what we call an operating

level study. All divisions and subsidiaries study their controllable expenses and profit margins in the light of theoretical changes in sales volume from the level they have forecast for the next 12 months. The study covers sales volumes 10%

Colitho Direct Image Plates for OFFSET DUPLICATING



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Colitho*

OFFSET DUPLICATING
PLATES AND SUPPLIES

*T. M. Reg. U. S. Patent Off.

(Circle number 110 for more information)



Production control

(Continued from page 44)

dicated above, the pattern is the entire manufacturing sequence and its subordinate operational sequence laid out in an uninterrupted part-to-assembly relationship with regard to the availability of men, machines and the promised delivery date. This pattern is built up on the Litton control scheduling board (see page 44), a scaled chart divided into weeks of the year.

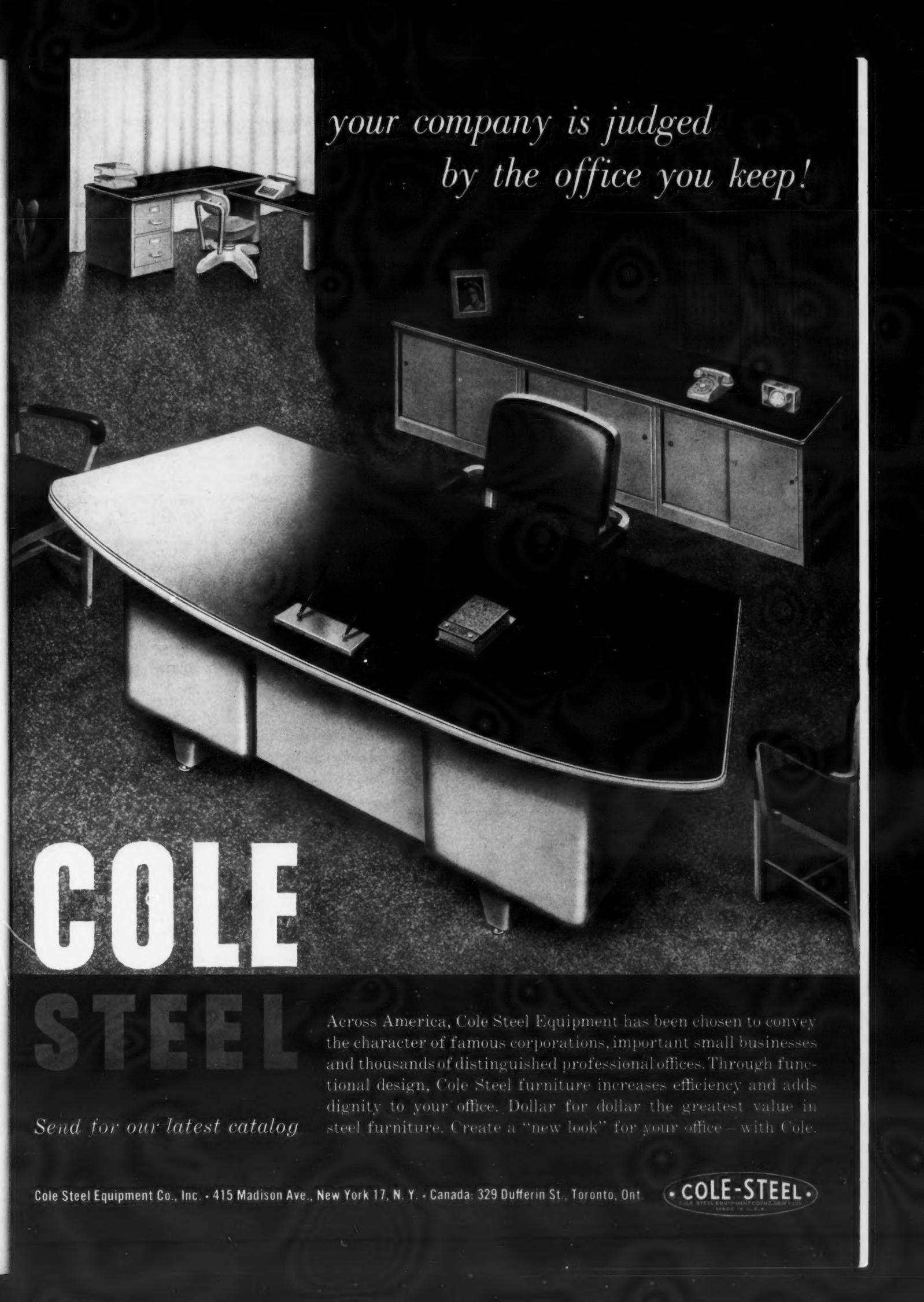
Each week is scaled to the number of machine or department hours available for manufacturing use. This chart is the "strategic map" of manufacturing and enables the arrangement of the load tabs in a definite and exact pattern so that no operation can be started before the subordinate assemblies or parts are complete.

Detailed scheduling of the manufacture of precision instruments can be accurately predicted only for a period of approximately two weeks, although our backlog by department and machine can be indicated for a period of time limited only by the physical dimensions of the scheduling board. Daily the schedule is adjusted to reflect progress improvements and to provide for accumulated loss due to the reasons mentioned above. This does not mean that a new pattern is established, or that what was scheduled this week can be done next week. It means that we can foresee our needs for overtime labor—a normally expensive subterfuge for inefficiency yet a valuable facility when used selectively to maintain a scheduled output.

The feedback of information to the scheduling department is the Dispatch Report, which is the scheduling department's cue that the operation is complete and the order has been moved to the next operation.

The effect of planned movement in production has been electrifying to employee morale. We now convey a feeling of progress, growth and direction which reflects in individual attitude and output, and in a closer identification with the company. Our people feel there are no limits ahead to our own achievement or theirs.

m/m



*your company is judged
by the office you keep!*

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Paragould—Trice Brothers, Inc.
CALIF. Anaheim—Anaheim Off. Equip.
Bakersfield—Valley Office Supply
Fresno—Healey & Popovich
Glendale—Hopper's Office Furniture
Hollywood—Hollywood Off. App. & Furn.
Los Angeles—Pacific Desk
Sacramento—Capital Office Equip.
San Bernardino—Stockwell & Binney
San Diego—Austin Safe & Desk Co.
San Francisco—Beier & Gunderson
San Jose—Kennedy Bus. Mach.
Santa Barbara—Ebersole Off. Mach.
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CONN. Hartford—Barney's of Hartford
New Haven—Joseph F. Yates, Inc.
DELA. Wilmington—Matthews Bros.
FLA. Bradenton—Bradenton Off. Equip.
Fort Lauderdale—Dean's
Thompson Office Equip. Co.
Jacksonville—Office Equip. & Sup.
Miami—Blank, Inc.
Orlando—George Stuart, Inc.
Pensacola—Pensacola Office Equip.
Pompano Beach—Raymond H. Kohl
Sarasota—William Co.
Tallahassee—Commercial Off. Sup.
West Palm Beach—Tucker & Johnson
GA. Atlanta—Ball-Stalker
Office Supply Company
Savannah—Kennicutt Prtg. Co.
Thomasville—The Book Store
IDAHo Boise—Syms-York Co.
ILL. Chicago—Hordor's, Inc.
Andersen, Riley & Sava
Marshall Field & Co.
Mead & Wheeler Co.
Monroe Furniture Co.
Decatur—Haines & Essick Co.
Edwardsville—E. J. Shepherd
Forest Park—Olsen's Office Sup.
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Springfield—Jefferson Stationers
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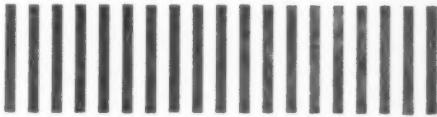
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JULY

PLEASE PRINT

Name

Title

Company

Address

City Zone State

Number of employees in your firm

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JULY

PLEASE PRINT

Name

Title

Company

Address

City Zone State

Number of employees in your firm

Leopold makes the difference

With Leopold office furniture there's more than beautiful appearance and "job tailored" efficiency. It's the warmth and friendliness of carefully fashioned black walnut that provides the extra touch of distinction.

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by **Leopold** **of Burlington, Iowa**

CRAFTED IN THE HEART OF THE BLACK WALNUT REGION



Typical Leopold installation, First National Bank, Colorado Springs, Colo.

"The Document Group—a Deaton Design."

(Circle number 128 for more information)

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